

# Comprehensive Human Resources Report

Includes:

Regent Merit System FY 2011

Sick and Vacation Leave FY 2011

Fringe Benefits FY 2011

Retirements FY 2011

Faculty Resignations FY 2011

Salaries FY 2012

Faculty Salary Comparisons

Employee Award Programs FY 2011

**February 2012**

## TABLE OF CONTENTS

PART 1	Regent Merit System FY 2011	Page 3
PART 2	Sick and Vacation Leave FY 2011	Page 8
PART 3	Fringe Benefits FY 2011	Page 12
PART 4	Retirements FY 2011	Page 29
PART 5	Faculty Resignations FY 2011	Page 32
PART 6	Salaries FY 2012	Page 53
PART 7	Faculty Salary Comparisons	Page 61
PART 8	Employee Awards Programs FY 2011	Page 76

**PART****1**

## Regent Merit System – FY 2011

The Regent Merit System is authorized by Iowa Code §8A.412. Rules governing classification, compensation, promotion, demotion, transfer, grievances, leave and discipline are outlined in the Iowa Administrative Code, 681, Chapter 3. Approximately 90% of the employees in the Merit System are in AFSCME bargaining units and are covered by the terms of the AFSCME collective bargaining agreement.

### Merit System Employees By Institution

	SUI	ISU	UNI	ISD	IBSSS	TOTAL
Supervisory	258	90	59	1	1	409
Blue Collar	1,352	638	252	24	7	2,273
Security	74	26	18	0	0	118
Technical	1,240	168	22	22	8	1,460
Clerical	1,917	560	230	4	5	2,716
TOTALS	4,841	1,482	581	51	21	6,976

### Minority Employment

	SUI*	ISU	UNI	ISD	IBSSS
Male Majority	30.1%	38.0%	29.6%	31.4%	19.1%
Female Majority	58.2%	57.1%	61.2%	58.8%	76.2%
Male Minority	3.0%	2.0%	3.4%	5.9%	0
Female Minority	4.0%	3.0%	5.3%	3.9%	4.8%

\*2.4% of males and 5.9% of females did not specify ethnicity

### Employment Activity – Appointments

	System	SUI	ISU	UNI	ISD	IBSSS
Original Entry	643	525	74	39	4	1
Reinstatements	41	42	1	0	0	0
Reemployments and Recalls	2	2	0	0	0	0
<b>TOTAL APPOINTMENTS</b>	686	569	75	39	4	1

### Employment Activity – Other Personnel Transactions

	Promotions	Contract Transfers	Merit Transfers	Demotions
Male Minority	4	6	3	2
Female Minority	5	6	10	1
Male Majority	29	57	25	9
Female Majority	63	144	129	22
Unspecified ethnicity	3	11	9	0
<b>TOTAL</b>	101	213	167	34

	Resignations	Retirements	Layoffs	Dismissal for Cause
Male Minority	10	0	0	0
Female Minority	13	3	3	3
Male Majority	87	59	1	8
Female Majority	187	153	4	21
Unspecified ethnicity	36	1	0	3
<b>TOTAL</b>	333	215	8	32

### Classification Activity

The Regent Merit System Classification Plan consists of 300 individual classes. Each position is allocated to one of the 300 classifications. The classification plan is administered and maintained by classification analysts at each institution and the staff in the Board Office. Employee and department requests for the reclassification of positions are reviewed on each campus and forwarded with recommendations to the Board Office for disposition.

In fiscal year 2011, 145 requests for reclassification were decided as shown in the following tables. In addition to reclassification requests, the appropriate classifications were determined for 250 new positions.

#### Reclassification Studies – FY 2011

	SUI	ISU	UNI	ISD	IBSSS	TOTAL
Supervisory	5	3	0	0	0	8
Blue Collar	22	9	1	0	0	32
Security	3	0	6	0	0	9
Technical	26	9	2	0	0	37
Clerical	39	7	13	0	0	59
<b>TOTAL</b>	95	28	22	0	0	145

#### Results of Reclassification Reviews – FY 2011

	Total Reclassification Requests	No Change in Class	Change in Class/No Change in Pay Grade	Change in Class/ Higher Pay Grade	Change in Class/ Lower Pay Grade
SUI	95	3	7	79	6
ISU	28	0	3	25	0
UNI	22	2	2	15	3
ISD	0	0	0	0	0
IBSSS	0	0	0	0	0
<b>TOTAL</b>	145	5	12	119	9

#### Classification Actions FY 2007 - 2011

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Reclassification Requests	160	243	105	217	145
New Position Classifications	325	330	149	170	250
<b>TOTAL ACTIONS</b>	485	573	254	387	395

The classification plan is flexible and may be revised as the need arises. The vast majority of the classifications are in AFSCME bargaining units. The collective bargaining agreement with AFSCME gives the union time to comment on the establishment of new classes and the deletion of existing classes. Changes of title and pay grades are negotiated with the union. Pay grade changes and pay grade determinations for new classifications are made through application of the job evaluation instrument. This instrument allows each class to be evaluated based upon the skill, effort, responsibility and working conditions for the classification in accordance with the state's comparable worth law.

The following revisions were made to the classification plan in FY 2011.

<b>New Classifications</b>		
Class Code	Title	Pay Grade
1054	Clerk IV (Supervisory)	111
1074	Secretary IV (Supervisory)	112
7502	Security Supervisor	113
<b>Revised Classifications</b>		
Class Code	Title	Pay Grade
1055	Clerk IV	511
1075	Secretary IV	512
3362	Pharmacy Technician, Certified	409
5911	Athletic Facilities Attendant	208
8231	Patient Escort	403

## Compensation

The Merit System Pay Plan is developed to comply with the state law on comparable worth, and the collective bargaining agreement negotiated with the American Federation of State, County and Municipal Employees (AFSCME) which represents the blue collar, security, technical and clerical employees of the Regent Merit System and is applied uniformly at each institution governed by the Board.

AFSCME-covered staff received 2% increases on July 1, 2010, and 1% increases on January 1, 2011.

Annual step increases are given on the employee's anniversary date (not to exceed the maximum of the pay grade) and are valued at 4.5%.

Supervisory and confidential employees in the Regent Merit System were treated in a fashion similar to those covered by the collective bargaining agreement.

Salaries of approximately 50% of Regent Merit System staff are at or near the maximums of the pay grades.

The average merit system salary increased from \$39,218 in FY 2010 to \$40,121 in FY 2011.

	Average Annual Salary
SUI	39,396
ISU	42,119
UNI	41,538
ISD	37,459
IBSSS	33,641
System-Wide	40,121

## Appeals

Three appeal or grievance procedures are available to Regent Merit System employees. One applies to employees who want to appeal the Merit System Director's decision regarding classifications of their positions. In accordance with the merit rules, those appeals are heard by a committee consisting of a Resident Director or representative from another Regent institution, a peer employee, and an outside chairperson who is knowledgeable in matters of job classification. Classification appeals in the past five years are shown in the table below.

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Number of Appeals	6	7	1*	0	4
Decisions Upheld	4	5	0	0	1
Decisions Reversed	1	0	0	0	1
Withdrawn	1	2	0	0	2

A second appeal process is available to employees who allege violation of merit or institutional rules governing terms and conditions of employment. An arbitrator selected from lists provided by the Federal Mediation and Conciliation Service hears those appeals at the final step. No appeals were filed during the year.

A third procedure is applicable to employees who allege violation of the collective bargaining agreement between the State and AFSCME and are resolved in accordance with the negotiated grievance process.

---

## Sick and Vacation Leave

Permanent employees of the State of Iowa earn 1½ days of sick leave per month. Unused leave is carried forward each year. Upon retirement, an employee receives payment for the employee's remaining sick leave balance, to a maximum of \$2,000.

- Sick leave may be used for personal illness, for attendance at funerals of immediate family members; and for temporary emergency care of ill or injured family members.
- Regent employees used 175,669 days of sick leave in FY 2011 at a cost of \$44.8 million.
- Average usage per employee at the universities was 7.0 days (average FY 2010 usage – 7.4 days). Average usage at the special schools was 10.7 (average FY 2010 usage – 10.0 days).

In accordance with state statute, employees of the Regents Merit System earn vacation leave based on years of service as follows:

YEARS OF SERVICE	WEEKS OF VACATION
First through 4 <sup>th</sup>	2 weeks
5 <sup>th</sup> through 11 <sup>th</sup>	3 weeks
12 <sup>th</sup> through 19 <sup>th</sup>	4 weeks
20 <sup>th</sup> through 24 <sup>th</sup>	4.4 weeks
25 <sup>th</sup> and beyond	5 weeks

Full-time professional and scientific employees and 12-month faculty accrue vacation at the rate of 22 working days (plus two unscheduled holidays) per year.



University of Iowa employees in the SEIU bargaining unit hired on or after July 1, 1999, earn vacation as follows:

<b>YEARS OF SERVICE</b>	<b>ANNUAL ACCRUAL</b>	<b>MONTHLY ACCRUAL</b>	<b>MAXIMUM ACCRUAL</b>
Up to 3	120 hours	10.0 hours	240 hours
More than 3, up to 6	160 hours	13.333 hours	320 hours
More than 6	192 hours	16.0 hours	384 hours

Average sick leave and vacation leave usage (days) by employee category is shown in the chart below:

	<b>Sick Leave</b>			<b>Vacation Leave</b>		
	<b>Faculty</b>	<b>P&amp;S</b>	<b>Merit</b>	<b>Faculty</b>	<b>P&amp;S</b>	<b>Merit</b>
SUI	2.34	7.56	10.22	16.92	17.13	16.73
ISU	1.59	5.89	10.36	16.56	19.61	19.72
UNI	0.95	6.15	11.53	n/a	16.89	18.81
<b>University Average</b>	<b>1.88</b>	<b>7.11</b>	<b>10.35</b>	<b>16.83</b>	<b>17.66</b>	<b>17.53</b>
ISD	11.23	10.19	11.35	n/a	8.24	17.51
IBSSS	7.03	6.42	15.95	n/a	21.06	21.40
<b>Special School Average</b>	<b>8.82</b>	<b>9.31</b>	<b>13.34</b>	<b>n/a</b>	<b>11.22</b>	<b>19.19</b>

Note – only 12-month faculty at the universities earn vacation leave; faculty at ISD and IBSSS do to not earn vacation.

Charts on the following page provide specifics on leave usage at the five institutions.

The following holidays are granted annually to employees:

New Year's Day	Thanksgiving Day
Memorial Day	Friday after Thanksgiving
Independence Day	Christmas Day
Labor Day	
Two days designated by the head of each institution	
Two days to be accrued as vacation	

### SICK AND VACATION LEAVE USAGE -- FY 2011

SUI	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	2,455	1,303	8,758	8,758	5,314	5,314	16,527	15,375
Total Value of Leave Used	\$3,097,177	\$15,541,173	\$15,264,963	\$37,397,486	\$8,327,181	\$14,336,945	\$26,689,321	\$67,275,604
Total Days Used	5,756.38	22,051.50	66,212.63	149,982.00	54,314.38	88,909.75	126,283	260,943
Average Days Used Per Employee	2.34	16.92	7.56	17.13	10.22	16.73	7.64	16.97

ISU	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	1,814	432	2,690	2,642	1,591	1,590	6,095	4,664
Total Value of Leave Used	\$9,146,207	\$2,794,023	\$3,287,242	\$11,710,064	\$2,634,258	\$5,302,628	\$15,067,707	\$19,806,715
Total Days Used	2,890	7,156	15,843	51,804	16,489	31,355	35,222	90,315
Average Days Used Per Employee	1.59	16.56	5.89	19.61	10.36	19.72	5.78	19.36

UNI	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	685	n/a	692	642	581	581	1,958	1,223
Total Value of Leave Used	\$255,669	n/a	\$1,114,371	\$3,200,837	\$1,087,275	\$1,884,446	\$2,457,315	\$5,085,283
Total Days Used	651	n/a	4,255	10,840	6,701	10,930	11,608	21,770
Average Days Used Per Employee	0.95	n/a	6.15	16.89	11.53	18.81	5.93	17.80

TOTAL UNIVERSITIES	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	4,954	1,735	12,140	12,042	7,486	7,485	24,580	21,262
Total Value of Leave Used	\$12,499,053	\$18,335,196	\$19,666,576	\$52,308,387	\$12,048,714	\$21,524,019	\$44,214,343	\$92,167,602
Total Days Used	9,298	29,207	86,311	212,626	77,505	131,194	173,114	373,028
Average Days Used Per Employee	1.88	16.83	7.11	17.66	10.35	17.53	7.04	17.54

ISD	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	37	n/a	43	43	54	54	134	97
Total Value of Leave Used	\$112,754	n/a	\$90,223	\$105,076	\$94,872	\$168,787	\$297,849	\$273,863
Total Days Used	415.63	n/a	438.00	354.38	613.13	945.63	1,467	1,300
Average Days Used Per Employee	11.23	n/a	10.19	8.24	11.35	17.51	10.95	13.40

IBSSS	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	50	n/a	13	13	41	41	104	54
Total Value of Leave Used	\$208,368	n/a	\$22,904	\$79,064	\$90,483	\$140,272	\$321,755	\$219,336
Total Days Used	351.63	n/a	83.50	273.75	653.75	877.25	1,089	1,151
Average Days Used Per Employee	7.03	n/a	6.42	21.06	15.95	21.40	10.47	21.31

TOTAL SPECIAL SCHOOLS	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	87	n/a	56	56	95	95	238	151
Total Value of Leave Used	321,122	n/a	\$113,127	\$184,140	\$185,355	\$309,059	\$619,604	\$493,199
Total Days Used	767	n/a	522	628	1,267	1,823	2,556	2,451
Average Days Used Per Employee	8.82	n/a	9.31	11.22	13.34	19.19	10.74	16.23

TOTAL SYSTEM	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	5,041	1,735	12,196	12,098	7,581	7,580	24,818	21,413
Total Value of Leave Used	12,820,175	\$18,335,196	\$19,779,703	\$52,492,527	\$12,234,069	\$21,833,078	44,833,947	92,660,801
Total Days Used	10,065	29,207	86,832	213,255	78,772	133,017	175,669	375,479
Average Days Used Per Employee	2.00	16.83	7.12	17.63	10.39	17.55	7.08	17.54

## Fringe Benefits – FY 2011

Traditionally, the three universities have been allowed by the Board of Regents to maintain separate insurance programs within a framework of general comparability. In accordance with the Board of Regents Policy Manual, §4.28, the Board's Executive Director reviews all proposed changes in benefit programs to determine if Board approval is required.

The AFSCME-covered employees at the universities and the employees of the Board Office, the Iowa School for the Deaf, and the Iowa Braille and Sight Saving School participate in the State of Iowa health and dental insurance programs. Board Office and special school employees participate in the University of Northern Iowa group for life, long-term disability, and accidental death and dismemberment insurance.

Permanent employees of the five institutions and the Board Office have the option of selecting either IPERS or an approved substitute for retirement.

Cost of insurance and retirement programs for FY 2011 was \$506,106,509. Institutional costs as a percent of nonstudent payroll are as follows: University of Iowa – 26.4%; Iowa State University – 31.8%; University of Northern Iowa – 34.2%; Iowa School for the Deaf – 40.2%; and Iowa Braille and Sight Saving School – 44.7%.

Each of the fringe benefit programs available to Regent employees is described below.

### Social Security and Medicare

Employees of the Regent institutions and the Board Office are covered by the Federal Insurance Contribution Act (FICA). Federal law prescribes the employer and employee contributions and benefits. The contribution rates are shown below.

Calendar Year		Employer Contribution	Employee Contribution	Maximum Salary
2011	Social Security	6.20%	4.20%	106,800
2012	Social Security	6.20%	4.20%	\$110,110
	Medicare	1.45%	1.45%	No maximum

Costs for Social Security and Medicare to the Regent institutions for FY 2011 are detailed as follows:

SUI	ISU	UNI	ISD	IBSSS
\$77,558,954	\$27,873,599	\$8,886,041	\$466,534	\$410,879

### Iowa Public Employees Retirement System (IPERS)

Employees of the Regent institutions and the Board Office have the option to select either IPERS or TIAA-CREF or an approved substitute for retirement contributions. Participation in a retirement program is required.

- The Board approved allowing the employees of the special schools to select between TIAA-CREF and IPERS effective January 1996. TIAA-CREF contribution levels are at the IPERS rates. Contribution rates are shown below:

Fiscal Year	Employer Contribution	Employee Contribution
2011	6.95%	4.5%
2012	8.07%	5.38%
2013	8.67%	5.78%

The number of employees selecting IPERS is as follows:

<b>University of Iowa</b>	2714
<b>Iowa State University</b>	708
<b>University of Northern Iowa</b>	438
<b>Iowa School for the Deaf</b>	93
<b>Iowa Braille and Sight Saving School</b>	79

The employer contributions for IPERS for FY 2011 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$2,427,824	\$1,067,463	\$769,421	\$151,715	\$259,660

## Federal Retirement Program

During FY 2011, 61 employees of Iowa State University were covered by federal retirement. Employer contributions for federal retirement were \$666,323.

## Funded Retirement Programs

All permanent<sup>1</sup> employees with a budgeted annual salary of at least \$7,800 are eligible to participate in the Teachers Insurance and Annuity Association—College Retirement Equities Fund (TIAA-CREF) or in a plan substituted in accordance with Board policy.

The contribution rate for TIAA-CREF for employees of the universities and Board Office is:

- Ten percent on the first \$4,800 of salary for staff members with less than five years of service and 15% on all additional salary. The employer pays 2/3 of the cost and the employee 1/3.
- The contribution for employees with more than five years of service is 15% up to the IRS limitations.
- The employer pays 10% of salary while the employee pays 5% with the exception noted above.

The FY 2011 contribution rate for the employees of the special school is at the IPERS rate.

- The employer contribution is 6.95%. The employee's contribution is 4.5%.

Benefits from the TIAA program are in the form of a fixed annuity, which is adjusted periodically. CREF benefits can be received as a lifetime annuity, a systematic payment, a cash withdrawal, or as a combination of these options.

Vesting of employee and employer contributions to TIAA-CREF is immediate at SUI, UNI, ISD and IBSSS. Effective July 1, 2009, ISU implemented a three-year cliff vesting of employer contributions.

The numbers of employees participating in the employer sponsored retirement programs during FY 2011 are shown below:

	SUI	ISU	UNI	ISD	IBSSS
TIAA-CREF	15,997	5,392	1,830	74	30
Substitute Plans	23	6	1	0	0

<sup>1</sup> SUI: all employees with half-time or greater permanent appointments  
ISU: all employees with ½ time or greater appointments for nine continuous months or longer.  
UNI: all employees holding other than a temporary appointment of ½-time or more

Employer contributions for employer sponsored retirement programs for FY 2011 are shown below:

	SUI	ISU	UNI	ISD	IBSSS
TIAA-CREF	\$74,154,336	\$34,957,386	\$9,858,033	\$285,296	\$114,238
Substitute Plans	\$76,551	\$41,564	\$5,916	0	0

A TIAA-CREF waiver of premium, which continues contributions during periods of disability, is also provided. Similar protection is also provided to federal employees covered by the federal retirement program at Iowa State University.

The FY 2011 costs for TIAA-CREF waiver of premium are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$2,260,172	\$779,292	\$295,648	\$7,682	\$3,312

### Unemployment Compensation and Worker's Compensation

Employees of the five institutions and the Board Office are covered by unemployment compensation and worker's compensation with benefits under both determined by state and/or federal laws. FY 2011 costs for these programs were:

	SUI	ISU	UNI	ISD	IBSSS
Unemployment Compensation	\$813,11	\$499,985	\$61,686	0	0
Worker's Compensation	\$5,904,480	\$2,011,080	\$807,264	\$84,768	\$244,020

### Life Insurance

**University of Iowa:** Participation in the life insurance program is mandatory for all budgeted permanent faculty and staff classified at 50% time or greater.

The amount of life insurance coverage is based on salary.

- The amount of coverage is 2 times annual budgeted salary to a maximum coverage of \$400,000.

The University provides \$2,000 of paid up life insurance to staff members who retire at age 62 or older with 10 years of continuous covered service prior to retirement. For each year of service in excess of 10 years, an additional \$200 of paid up life insurance was provided up to a maximum of \$4,000.

The life insurance program is underwritten by Principal Financial Company.

The University pays an annual rate of \$5.16 per \$1,000.

- **Life insurance cost for the University of Iowa for FY 2011 was \$9,007,147.**

**Iowa State University:** Staff members holding a one-half time or more permanent position for nine months or longer have the option to participate in the life insurance program underwritten by the Principal Financial Company of Des Moines.

- The amount of coverage is basically twice the employee's annual budgeted salary with a maximum coverage of \$750,000.
- Coverage is reduced by 35% percent at age 65.

Upon retirement, the University provides eligible retirees with \$4,000 paid-up life insurance. The annual cost of life insurance is \$2.64 per \$1,000 of coverage.

Faculty, P&S and supervisory merit employees at ISU have the full cost of their basic life insurance funded by the University through the ISU Plan. AFSCME-covered employees contribute \$0.60/year per \$1,000 coverage with the balance of the premium paid by the University.

- **The University's cost (less dividends) for life insurance for FY 2011 was \$1,822,763.**

**University of Northern Iowa:** Staff members holding a permanent position of half-time or more for a period of no less than nine months are included in the life insurance program.

The amount of life insurance for merit employees is 2 times annual budgeted salary and 2½ times annual budgeted salary for organized faculty and professional and scientific staff. Beginning July 1, 2011, life insurance coverage for all employee groups will be 1½ times their annual budgeted salary.

- The maximum benefit for all groups is \$250,000.
- Coverage for faculty is reduced 5% each year following attainment of age 61.
- Coverage is reduced by 35% beginning at age 65 for merit and professional and scientific staff.

University staff retiring at age 55 or older with ten years of continuous service immediately prior to retirement may carry 1/3 of the available scheduled insurance coverage until June 30 following attainment of age 70 at which time the University provides a non-contributory life insurance benefit in the amount of \$4,000 for faculty members and \$2,000 for all other employees.



The life insurance policy provides for continuance of the death benefit with no further premium payment in the event of total and permanent disability.

The university assumes the entire annual premium cost of \$3.12 per \$1,000 of coverage.

- **The University's cost for FY 2011 was \$821,999.**

**Iowa School for the Deaf, Iowa Braille and Sight Saving School:** All permanent employees working at least 50% time participate in the life insurance group at the University of Northern Iowa.

Costs for life insurance for FY 2011 at the special schools are as follows:

ISD	IBSSS
\$33,270	\$29,893

## ACCIDENTAL DEATH AND DISMEMBERMENT

**University of Iowa:** A voluntary group accidental death and dismemberment program was initiated in June 1980.

- Staff members pay the premiums and may purchase coverage in increments of \$100,000 up to a maximum of \$1,000,000.
- Monthly premium rates based on \$100,000 coverage are \$2.30 single, \$3.60 family, \$2.70 single with children and \$3.30 employee with spouse.

**Iowa State University:** Accidental death and dismemberment coverage is provided to employees who participate in the life insurance program.

- The amount of accidental death coverage is twice the amount of the basic life coverage or approximately four times the annual budgeted salary for the staff member.

The University pays the annual rate of \$0.30 per \$1,000 coverage.

- **The University's cost for this coverage for FY 2011 was \$353,261.**

**University of Northern Iowa:** Faculty and professional staff members holding permanent positions of half-time or more for a period of no less than the academic year are covered for accidental death and dismemberment. This program is underwritten by the Principal Mutual Life Insurance Company.

- Coverage is in the amount of 2 1/2 times annual budgeted salary with a maximum benefit of \$250,000.

The entire annual cost of \$0.39 per \$1,000 coverage is paid by the University.

- **The University's cost for FY 2011 was \$78,130.**

**Iowa School for the Deaf and Iowa Braille and Sight Saving School:** All permanent employees working at least 50 percent time are covered by in the accidental death and dismemberment insurance at the University of Northern Iowa.

Costs for Accidental Death and Dismemberment insurance for FY 2011 at ISD and IBSSS are as follows:

ISD	IBSSS
\$4,306	\$3,897

## LONG-TERM DISABILITY INSURANCE

**University of Iowa:** The University provides this coverage to permanent and continuous 50% time or greater budgeted staff members after one continuous year of employment.

Two options are offered and staff members must elect one of the two programs.

- The disability benefit is 60% of annual salary.

The amount a staff member receives is reduced by any disability benefits paid by Social Security and/or workers compensation. There is no minimum monthly benefit but a maximum of \$29,166.

- A cost-of-living escalator tied to the Consumer Price Index increases and limited to 5% in a fiscal year is provided to assist in offsetting the ongoing effects of inflation.
- If benefits begin before the age 61, they cease on June 30 following attainment of age 65. If benefits begin after age 61 but before age 70, they cease five years later, or on June 30 following attainment of age 70. If benefits begin after age 69, they cease 12 months later.

The University pays the entire cost of this coverage.

- **The cost for FY 2011 was \$8,913,282.**

**Iowa State University:** This coverage is provided for all permanent employees with a one-half time or greater appointment for nine months following one year of continuous employment. Coverage can be elected during the first year of employment but is subject to medical approval. ISU Plan participants (faculty, P&S, supervisory merit staff) have a choice of either a 75/60% or 50% LTD plan. The maximum monthly benefit for the 75/60% plan is \$10,000. The maximum monthly benefit for the 50% plan is \$8,000.

Nonsupervisory merit system staff is covered by the 75/60% plan only with a maximum monthly benefit of \$7,650.

A 5% maximum cost-of-living escalator tied to the Social Security cost-of-living escalator is provided. There is also a coordination provision with FICA and workers compensation.

Benefits accrue after a 90 work day waiting period and cease on June 30 following attainment of age 65; or, if disability begins on or after age 61, payments continue for five years or attainment of age 70, whichever is earlier. If disability begins on or after age 69, benefits continue for 12 months.

The University pays the entire cost for this coverage.

- **The FY 2011 cost to the University was \$1,672,936.**

**University of Northern Iowa:** Long-term disability coverage is provided at University expense for all staff members holding permanent appointments of half-time or more for a period of 9 months or more following one year of continuous employment.

Monthly benefits are payable for 12 months a year for all covered personnel once they have been totally disabled for 90 consecutive working days (or after all sick leave has expired, if later).

- The income benefit continues to age 65 if disability occurs prior to age 61, or on the date 60 months of benefit payments have been made but in no event beyond the June 30 coinciding with or next following the attainment of age 70 if disability began after age 61. If benefits begin on or after age 69, benefits continue for 12 months.
- Disability benefit begins at 30% of budgeted salary and increases by 10% each year until the maximum benefit of 70% is reached.
- A cost-of-living escalator tied to the Consumer Price Index increases benefits 1.7%.
- The maximum monthly benefit for merit employees is \$3,150; for faculty, \$5,000; and for all other employees, \$5,833.
- **FY 2011 cost to the University was \$1,317,687.**

**Iowa School for the Deaf, Iowa Braille and Sight Saving School:** These employees are covered by the long-term disability plan provided by the University of Northern Iowa. Costs for FY 2011 at the two special schools are shown below:

ISD	IBSSS
\$64,132	\$45,424

## Comprehensive Medical Plans

**University of Iowa:** Faculty, professional and scientific staff and supervisory employees in the Regents Merit System with a permanent appointment of half-time or more are offered a choice of health insurance plans. The plans include a selection of comprehensive and managed care health insurance plans, all on a minimum premium basis.

The monthly premiums for calendar years 2011 and 2012 are shown below. The employer share of health insurance coverage increased approximately 7.6%.

	CHIP II		UI CHOICE		GRAD CARE	
	2011	2012	2011	2012	2011	2012
<b>SINGLE</b>						
Total	593.00	593.00	447.00	476.00	226.00	211.00
Employer contribution	593.00	593.00	447.00	476.00	203.40	189.90
Employee Contribution	0	0	0	0	22.60	21.10
<b>FAMILY</b>						
Total	1,337.00	1,448.00	1,116.00	1,163.00	1,054.00	957.00
Employer contribution	893.00	931.00	893.00	931.00	737.80	669.90
Employee Contribution	444.00	517.00	223.00	232.00	316.20	287.10
<b>EMPLOYEE WITH CHILDREN</b>						
Total	613.00	613.00	798.00	910.00	889.00	888.00
Employer contribution	613.00	613.00	639.00	728.00	622.30	621.60
Employee Contribution	0	0	159.00	182.00	266.70	266.40
<b>EMPLOYEE WITH SPOUSE</b>						
Total	1,326.00	1,326.00	963.00	1,106.00	441.00	551.00
Employer contribution	771.00	885.00	771.00	885.00	308.70	385.70
Employee Contribution	555.00	441.00	192.00	221.00	132.30	165.30

Grad Care rates are on an academic year basis

CHIP II has individual deductibles of \$1,200 per person.

- After meeting the deductible, the plan pays 90% with an annual out-of-pocket maximum of \$4,200 for a single contract and \$6,300 for a family contract.

UI CHOICE, a PPO product, pays 100% of any combination of covered charges incurred by the subscriber in excess of \$1,700 for a single contract and \$3,400 for a family contract in a calendar year.

- The copayment is \$5 for UI providers, \$20 for Wellmark providers and 40% for all other providers.
- The hospital deductible is \$400 for UIHC, \$600 for Wellmark hospitals and \$800 for other hospitals.

UIGRADCARE pays 100% of any combination of covered charges incurred by the subscriber in excess of \$1,100 for a single contract and \$1,700 for a family contract in a calendar year. Plan is only available to graduate students.

- Coinsurance is applicable with covered charges at a 90/10 rate for hospital and related services.
- Hospital deductible is \$125 per day.
- \$10 copayment required for physician visits.
- Program is a restricted panel managed care product utilizing the University health providers.

**The University's health insurance cost for faculty, professional and scientific staff and supervisory merit personnel for FY 2011 was \$93,137,501.**

**Iowa State University:** The University offered two insurance plans to its faculty and professional and scientific staff and Merit System supervisors appointed to a one-half time or more budgeted position for nine months or longer.

Two managed care plans are offered -- a Preferred Provider Organization (PPO) and an HMO to faculty, P&S, and supervisory merit employees. Premium accounting for this plan is on a calendar year basis. Coverage tiers of single, employee with spouse, employee with children and family are available. An opt-out credit of \$107 is available. The 2011 premiums are shown below. The premiums for 2012 are shown in parentheses. The employer contribution increased approximately 4.8% from calendar year 2011 to calendar year 2012.

	SINGLE	EMPLOYEE WITH SPOUSE	EMPLOYEE WITH CHILDREN	FAMILY
PPO	\$460 (\$482)	\$1,065 (\$1,100)	\$827 (\$859)	\$1,345 (\$1,410)
HMO	\$445 (\$466)	\$1,021 (\$1,070)	\$799 (\$837)	\$1,300 (\$1,362)
ISU Contribution	\$444-HMO (\$466-HMO) \$442-PPO (\$463-PPO)	\$943-HMO (\$992-HMO) \$802-PPO (\$837-PPO)	\$757-HMO (\$792-HMO) \$654-PPO (\$686-PPO)	\$1,197-HMO (\$1,254-HMO) \$1,035-PPO (\$1,085-PPO)
Opt-out	\$107 (\$107)	\$107 (\$107)	\$107 (\$107)	\$107 (\$107)

- **The health insurance cost (less dividends) for the University for FY 2011 for faculty, professional and scientific staff, and supervisory merit staff was \$37,500,764.**

**University of Northern Iowa:** The University offers health insurance coverage from Blue Cross/Blue Shield to faculty, professional and scientific staff and Regents Merit System supervisory staff. Blue Advantage, a managed care plan, is offered to professional and scientific and supervisory merit staff. The premiums for the university plan increased 2.9% for FY 2011. The FY 2011 and FY 2012 premiums are shown below.

	UNI Health Plan		UNI PPO		UNI Blue Advantage	
	2011	2012	2011	2012	2011	2012
<b>SINGLE</b>						
Total	470.00	478.00	n/a	455.00	397.00	413.00
Employer contribution	470.00	455.00	n/a	455.00	397.00	413.00
Employee Contribution	0	23.00	n/a	0	0	0
<b>FAMILY</b>						
Total	1,225.00	1,225.00	n/a	1,150.00	991.00	1,031.00
Employer contribution Unit Faculty	918.75	920.00	n/a	920.00	n/a	920.00
Employer Contribution P&S	1,053.60	920.00	n/a	920.00	842.35	920.00
Employee Contribution Unit Faculty	306.25	305.00	n/a	230.00	n/a	111.00
Employee contribution P&S	171.40	305.00	n/a	230.00	148.65	111.00

In FY 2011 as per the United Faculty collective bargaining agreement, faculty do not pay any part of the premium cost of a single plan. Faculty pay 25% of the cost of family coverage. Professional and scientific staff and Merit System supervisory staff do not pay any part of the premium cost of a single plan. P&S and Merit supervisory staff pay 20% of the cost for family coverage. The UNI Health Insurance Plan and the UNI Dental Plan I became "grandparented" plans available only to employees hired prior to July 1, 2011. New employees hired July 1, 2011, and after will be able to choose from either the UNI PPO Plan or the UNI Blue Advantage health plan.

The University Health Plan pays 90% of usual, customary, and reasonable charges, after deductibles are met. Outpatient services for the care of mental, nervous/drug and alcohol abuse are paid at 50% up to a maximum of 34 visits per calendar year. Inpatient coverage for nervous/drug and alcohol abuse is limited to 45 days per calendar year. Deductibles are:

- The first two days of room and board charges for inpatient care, and
- \$100 for “all other services”.

The maximum out-of-pocket limit is \$500 per calendar year per contract. Once this maximum is met, all services for the remainder of the year will be paid at 100%.

The University offers an insured HMO – Blue Advantage– to professional and scientific staff and Merit System supervisory staff. Covered members are required to name a primary care physician from the Blue Advantage network. All care must be coordinated through primary care physician. Most services require a copayment and then may be paid at 90% or 100%. The maximum out-of-pocket limit is \$500 per calendar year for single contracts and \$1,000 for family contracts. Once this maximum has been met, services will be paid at 100% except that all co-payments will continue.

**The University's cost for health insurance in FY 2011 was \$12,335,314.**

**Regents Merit System Employees (nonsupervisory) of the University and all employees of the Iowa School for the Deaf, Iowa Braille and Sight Saving School:** The State of Iowa provides one indemnity plan -- Plan 3 Plus; one Preferred Provider Organization (PPO) -- Iowa Select; and four MCO products -- Blue Access and Blue Advantage and United Health Care Choice and United Health Care Heritage Select.

<b>Indemnity</b>	Participant is free to choose any health care provider (doctors, hospitals, etc.)
<b>Preferred Provider Organization (PPO)</b>	Participant is free to choose any health care provider. Participant pays lower coinsurance if provider is a part of Wellmark's Alliance Select network.
<b>Managed Care Organization (MCO)</b>	Services are provided by a network of health care providers with the exception of emergency care.

Only Wellmark products are be offered to state employees. The monthly employer premiums for calendar years 2011 and 2012 are shown below. Premiums for the Wellmark indemnity, PPO plan, and managed care plans increased about 1%.

	<b>Program 3 Plus</b>		<b>Iowa Select</b>		<b>Blue Access</b>		<b>Blue Advantage</b>	
	<b>2011</b>	<b>2012</b>	<b>2011</b>	<b>2012</b>	<b>2011</b>	<b>2012</b>	<b>2011</b>	<b>2012</b>
<b>SINGLE</b>								
Total	750.62	756.45	747.91	754.11	468.10	471.85	450.69	454.32
Employer contribution	750.62	756.45	747.91	754.11	468.10	471.85	450.69	454.32
Employee Contribution	0	0	0	0	0	0	0	0
<b>FAMILY</b>								
Total	1,756.45	1,770.13	1,750.14	1,764.61	1,095.34	1,104.11	1,054.65	1,063.14
Employer contribution	1,487.63	1,499.93	1,487.62	1,499.93	1,095.34	1,104.11	1,054.65	1,063.14
Employee contribution	268.82	270.20	262.52	264.68	0	0	0	0

The State's share of family plans is 85% of the Iowa Select premiums. Employees may apply that amount to the plan of their choice. The State will pay 100% of single and double spouse contracts.

Plan 3 Plus provides for 80/20 coinsurance during a calendar year. There is a \$300 single and \$400 family deductible for inpatient and skilled nursing facility services.

- All covered services above the \$600 single, \$800 family out-of-pocket maximum are paid at 100% with no maximum payment limit.

The employer's costs for health insurance premiums for FY 2011 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$47,265,920	\$15,465,454	\$6,481,436	\$1,367,461	\$1,141,599

## Dental Insurance

**University of Iowa.** Faculty, professional and scientific staff, and Regents Merit System supervisory staff with a permanent appointment of half-time or more are offered the University of Iowa's dental insurance plans. The calendar year 2011 and 2012 monthly rates are shown below. Dental insurance premiums increased approximately 1%.

	Dental I		Dental II		Grad Dental	
	2011	2012	2011	2012	2011	2012
<b>SINGLE</b>						
Total	29.00	30.00	49.00	49.00	24.00	25.00
Employer Contribution	29.00	30.00	49.00	49.00	20.40	21.25
Employee Contribution	0	0	0	0	3.60	3.75
<b>FAMILY</b>						
Total	93.00	93.00	129.00	129.00	61.00	75.00
Employer Contribution	75.00	75.00	104.00	104.00	42.70	52.50
Employee Contribution	18.00	18.00	25.00	25.00	18.30	22.50

Dental I provides for 100% payment of normal cleaning and checkup expenses, 50% coinsurance for restorative care, and 20% for orthodontia.

Dental II provides for 100% payment of normal cleaning and checkup expenses and 80% coinsurance for restorative care, and 30% for orthodontia.



- **The University's cost for dental insurance premiums for FY 2011 for faculty, professional and scientific staff, and supervisory merit staff was \$9,394,778.**

**Iowa State University:** All regular employees of one-half time or more for nine months or longer who are classified as faculty, professional and scientific or supervisory merit staff are eligible to participate in the University's dental insurance program.

The ISU Plan dental insurance program consists of the ISU Basic Dental Plan and the ISU Comprehensive Dental Plan. Premium accounting for this plan is on a calendar year basis. Calendar year 2011 rates are shown below. The premiums for 2012 are shown in parentheses. The University's contribution to dental insurance increased approximately 4% from 2011 to 2012.

- Coverage tiers are provided for single, employee plus spouse, employee plus children and family. An Opt-out credit is available.

<b>ISU PLAN</b>	<b>SINGLE</b>	<b>EMPLOYEE + SPOUSE</b>	<b>EMPLOYEE + CHILDREN</b>	<b>FAMILY</b>
Basic Dental	\$25.00 (\$26.00)	\$54.00 (\$56.00)	\$61.00 (\$63.00)	\$68.00 (\$71.00)
Comprehensive	\$40.00 (\$42.00)	\$99.00 (\$103.00)	\$104.00 (\$108.00)	\$118.00 (\$122.00)
ISU Contribution	\$25.00 (\$26.00)	\$25.00 (\$26.00)	\$25.00 (\$26.00)	\$25.00 (\$26.00)
Opt-out	\$24.00 (\$24.00)	\$24.00 (\$24.00)	\$24.00 (\$24.00)	\$24.00 (\$24.00)

- **The FY 2011 cost for dental insurance premiums for faculty, professional and scientific and supervisory merit staff was \$1,265,851.**

**University of Northern Iowa:** Faculty, professional and scientific staff and supervisory merit staff with at least half-time appointments for the academic year are eligible to participate in the University's dental plan. Premiums for family coverage increased by 7% from 2011 to 2012. A new dental plan, Dental II, was added as an option for all employees beginning July 1, 2011. The monthly premiums for FY 2011 and FY 2012 are shown below

	Dental I		Dental II	
	2011	2012	2011	2012
<b>SINGLE</b>				
Total	21.00	21.00	n/a	31.00
Employer Contribution	21.00	21.00	n/a	21.00
Employee Contribution	0	0	n/a	10.00
<b>FAMILY</b>				
Total	67.00	72.00	n/a	109.00
Employer Contribution	21.00	21.00	n/a	n/a
Employer Contribution (faculty)	n/a	21.00	n/a	21.00
Employer Contribution (non-faculty)	n/a	21.00	n/a	54.50
Employee Contribution	46.00	n/a	n/a	n/a
Employee Contribution (faculty)	n/a	51.00	n/a	88.00
Employee Contribution (non-faculty)	n/a	51.00	n/a	54.50

- The FY 2011 cost for dental insurance premiums for faculty, professional and scientific and supervisory merit staff was \$371,784.

**Regents Merit System employees (nonsupervisory) of the universities and all employees of the Iowa School for the Deaf, the Iowa Braille and Sight Saving School:** These employees are provided dental insurance through the State of Iowa plan underwritten by Delta Dental. Employees are eligible following one month of employment.

The calendar year 2011 and 2012 rates are shown below.

	2011	2012
<b>SINGLE</b>	\$26.65	\$27.83
Employer	\$26.65	\$27.83
Employee	0	0
<b>FAMILY</b>	\$71.65	\$74.83
Employer	\$35.83	\$37.43
Employee	\$35.82	\$37.40

The program provides 100% payment for routine examinations and teeth cleaning once every six months, bitewing x-rays at 12-month intervals, full mouth x-rays once in any three-year interval and topical fluoride applications not more than once in any 12-month interval. The program pays 80% for emergency treatment of pain, cavity fillings, tooth extractions and oral surgery. The plan pays 50% for root canals, gold fillings, crowns and jackets and nonsurgical treatment of gum and alveolar bone diseases. Employer dental insurance premiums for Regent Merit System employees and the employees of the special schools for FY 2011 are shown below:

<b>SUI</b>	<b>ISU</b>	<b>UNI</b>	<b>ISD</b>	<b>IBSSS</b>
\$1,591,769	\$507,172	\$205,988	\$44,032	\$38,852

### EXPENDITURES FOR INSURANCE AND RETIREMENT PROGRAMS – FY 2011

	University of Iowa	Iowa State University	University of Northern Iowa	Iowa School for the Deaf	Iowa Braille and Sight Saving School	Total Regent Institutions
Mandated Benefits						
Social Security	77,558,954	27,873,599	8,886,041	466,534	410,879	115,196,007
IPERS	2,427,854	1,067,463	769,421	151,715	259,660	4,676,113
TIAA CREF	74,154,336	34,957,386	9,858,033	285,296	114,238	119,369,289
Substitute plans	76,551	41,564	5,916	-	-	124,031
Federal Retirement	-	666,323	-	-	-	666,323
TIAA CREF Waiver of Premium	2,260,172	779,292	295,648	7,682	3,312	3,346,106
Unemployment Compensation	813,116	499,985	61,686	-	-	1,374,787
Workers Compensation	5,904,480	2,011,080	807,264	84,768	244,020	9,051,612
Total Mandated	163,195,463	67,896,692	20,684,009	995,995	1,032,109	253,804,268
Other Benefits						
Life Insurance	9,007,147	1,822,763	821,999	33,270	29,893	11,715,072
Accidental Death and Dismemberment	-	353,261	78,130	4,306	3,897	439,594
Health Insurance	140,403,421	52,966,218	18,816,750	1,367,461	1,141,599	214,695,449
Long-term Disability	8,913,282	1,672,936	1,317,687	64,132	45,424	12,013,461
Dental Insurance	10,986,547	1,773,023	596,210	44,032	38,852	13,438,664
Total Other Benefits	169,310,397	58,588,201	21,630,776	1,513,201	1,259,665	252,302,240
Total Fringe Benefit Expenditures	332,505,860	126,484,893	42,314,785	2,509,196	2,291,774	506,106,508
Percent of Non- student payroll	28.38%	31.80%	34.20%	40.20%	44.70%	

## PART

# 4

## Retirements – FY 2011

In addition to regular retirement through either IPERS or TIAA-CREF, with approval of the institution, Regent employees may enter the phased retirement program. The Board first approved the Phased Retirement Program in 1982. The current program will expire on June 30, 2017. Details of the current program are shown below.

Eligibility: Faculty of Regent universities and the special schools and professional and scientific and Merit System staff of the Regent institutions and Board Office who have attained the age of 57 with at least 15 years of service with the Board of Regents are eligible for participation in the phased retirement program.

Approval: At various levels within the institution. No right to enter a phased retirement agreement without approval by all officials as designated by the institutions is conferred by this policy. The Board of Regents will ratify entries into the phased retirement program as a part of the monthly Register of Personnel Changes.

Schedule of Phasing: A staff member may reduce from full-time to no less than a half-time appointment either directly or via a stepped schedule. At no time during the phasing period may an employee hold greater than a 65 percent appointment. The maximum phasing period will be five years with full retirement required at the end of the specified phasing period. Once phased retirement is initiated, employees may not return to full-time appointment.

Compensation: During the first four years of the phasing period, the salary received will reflect the reduced responsibilities plus an additional 10 percent of the budgeted salary, had the person worked full time. In the fifth year following the initiation of phased retirement, the staff member's appointment will be no greater than fifty percent, and the salary will be proportional to the budgeted salary had the person worked full-time.

Benefits: During five years of the phasing period, institution and staff member contributions will continue for life insurance, health insurance, and disability insurance at the same levels which would have prevailed had the staff member continued at a full-time appointment. Retirement contributions to TIAA/CREF will be based on the salary which would have obtained had the individual continued a full-time appointment. As mandated by law, FICA contributions will be based on the staff member's actual salary during the partial or pre-retirement period. The same is true for retirement contributions for those participating in the Iowa Public Employees Retirement System or Federal Civil Service System. Accrual of vacation and sick leave will be based on percentage of appointment.

During the phasing periods, participants may have access to their TIAA-CREF (or substitute plans) retirement account funds in any manner permitted either by the retirement carrier or by Board policy but not to exceed 99% of their account balances.

Duration of Program: Subject to annual review, the program will expire on June 30, 2017, unless renewed by the Board prior to expiration.

### Phased Retirement Program

There were 51 new entrants into the phased retirement program during FY 2011. To date 1,044 faculty and staff have participated in the program with 241 currently active. There have been no participants from the Iowa School for the Deaf. New entrants in the program are categorized below:

	<b>Faculty</b>	<b>P&amp;S</b>	<b>Merit</b>	<b>Total</b>
SUI	15	9	4	28
ISU	5	4	0	9
UNI	10	3	1	14
<b>TOTAL</b>	<b>30</b>	<b>16</b>	<b>5</b>	<b>51</b>

Iowa State University offered a special phased retirement program during FY 2011. The program, approved by the Board in April 2010, provided for a two-year phasing program. Numbers of participants in each of the employee groups are noted below.

	<b>Faculty</b>	<b>P&amp;S</b>	<b>Merit</b>	<b>Total</b>
ISU	10	5	3	18

New participants in the last five fiscal years are as follows:

FY 2007	53	FY 2010	39
FY 2008	100	FY 2011	51
FY 2009	64		

The following table shows the financial impact of the phased retirement program at the universities for FY 2011:

	<b>Incentive Amounts</b>	<b>Released Funds</b>
SUI	\$2,564,571	\$3,084,269
ISU	\$749,132	\$1,091,318
ISU – special	\$203,330	\$285,179
UNI	\$809,162	\$1,313,345
IBSSS	\$8,264	\$26,630

“Incentive Amount” is the difference between the total compensation paid (salary and university fringe benefit contributions) under the Phased Retirement Program and the total compensation that would have been paid if the individual had reduced to the specified percentage of effort without the special provisions of the program. “Released Funds” is the difference between the total compensation received under the policy and the total compensation that would have been received if the individual had remained full time.

The funds released through operation of the phased retirement program are used in a variety of ways at the universities. For the most part, the funds are utilized for replacement personnel or reallocation within the retirees’ employing units to fund other areas of need.

## Regular Retirements

The following table displays the number of faculty and staff who retired from the Regent institutions during FY 2011.

	Faculty	P&S	Merit	Total
SUI	33	70	41	144
ISU	47	56	54	157
UNI	13	3	12	28
ISD	0	0	1	1
IBSSS	0	0	2	2
TOTALS	93	129	110	332

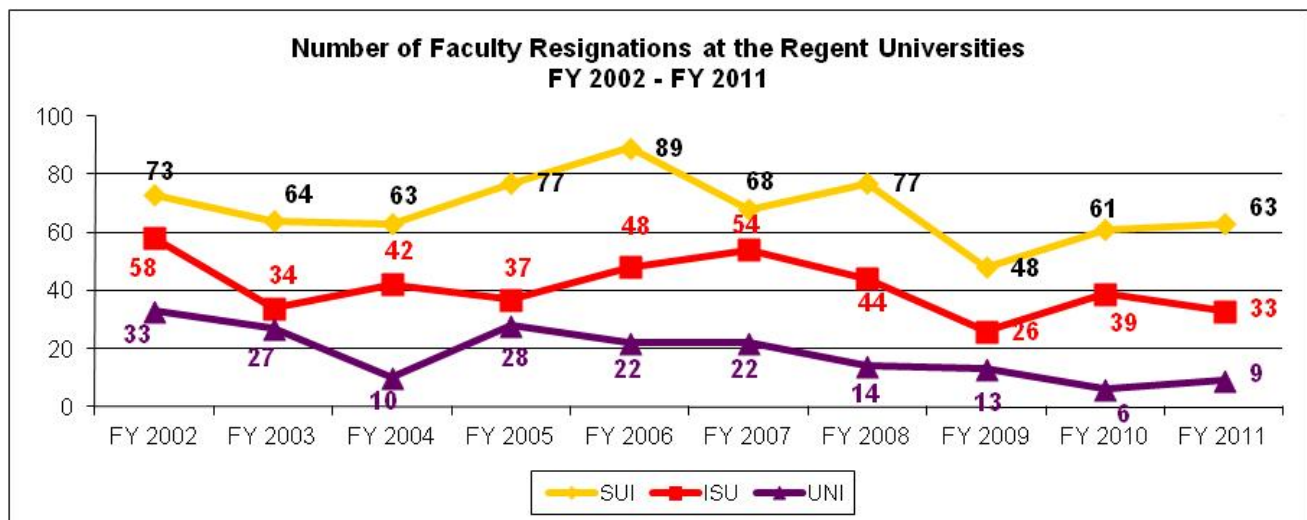
# PART 5

## Faculty Resignations

### FY 2011 Faculty Resignations

At the Regent universities, there were 105 faculty resignations in FY 2011, a decrease of 1 (-0.9%) from the prior year. At the special schools, there were two faculty resignations in FY 2011, a decrease of three (-60.0%) from the prior year.

- At the University of Iowa, the number of faculty resignations increased from 61 to 63 (+3.3%) between FY 2010 and FY 2011. During the past ten years, the average number of annual faculty resignations has been 68.3.
- At Iowa State University, the number of faculty resignations decreased from 39 to 33 (-15.4%) between FY 2010 and FY 2011. During the past ten years, the average number of annual faculty resignations has been 41.5.
- At the University of Northern Iowa, the number of faculty resignations increased from 6 to 9 (+50.0%) between FY 2010 and FY 2011. During the past ten years, the average number of annual faculty resignations has been 18.4.



- At the Iowa School for the Deaf, the number of faculty resignations remained the same at 0 between FY 2010 and FY 2011.
- At the Iowa Braille and Sight Saving School, the number of faculty resignations decreased from five to two (-60.0%) between FY 2010 and FY 2011.



- This annual report addresses the Board of Regents' Strategic Plan priority for "educational excellence and impact."

### **Background:**

The Regent universities obtained information about the faculty who resigned through a variety of efforts, including resignation surveys; exit interviews; satisfaction/climate assessment surveys; and payroll reports.

- At the University of Iowa, resignees were asked satisfaction-dissatisfaction questions which were scored on a scale of 1 (most dissatisfied) to 5 (most satisfied). The questions assessed the resignees' satisfaction with (1) the general atmosphere of the University and Iowa City, (2) the faculty member's departmental atmosphere, (3) the University's commitment to diversity, (4) the University's commitment to excellence in research, (5) the University's commitment to excellence in teaching, (6) compensation, and (7) hospital and clinic atmosphere (for health science college faculty only).
- In FY 2011, 19 questions (30%) were returned.
  - Respondents expressed the greatest satisfaction with the general atmosphere of the University and Iowa City as well as the University's commitment to diversity (4.1), and the University's commitment to teaching (3.8).
  - Respondents expressed the most dissatisfaction with compensation and hospital and clinic atmosphere (3.1).
  - The mean satisfaction level decreased from 3.8 in FY 2010 to 3.6 in FY 2011.
  - The primary reason respondents gave for leaving the university was to accept a position at another university (49%). The next most mentioned reason was relocating for personal reasons (9%).
- At Iowa State University, faculty exit data have been systematically collected through an online survey since January 2004. An offer of a face-to-face or phone interview with one of the senior administrators in the Office of the Provost is provided to all exiting faculty members. These interviews are often in addition to the interview conducted by a department chair or college dean. ISU's goal is to use both exit interview methods to determine the reasons faculty members resign, identify ISU's strengths and weaknesses from the faculty members' perspective, and obtain suggestions for institutional improvement from the faculty.
  - Twenty-one faculty members (63.6%) responded to the FY 2011 online faculty exit survey.
  - The primary reasons cited for leaving by faculty members were salary, dissatisfaction with the department chair, advancement opportunity, family, and environment.
  - All 21 respondents indicated that they had accepted a new position elsewhere; 15 respondents indicated that the new position will provide a salary "much higher than the salary at ISU."
  - Forty-two percent of the respondents indicated that they were "somewhat or very dissatisfied" with pay, while 81% responded that they were "somewhat or very satisfied" with the benefit package at ISU.
  - Approximately 48% of the respondents indicated that they were "somewhat or very dissatisfied with the department chair.

- Most faculty (66.6%) were “somewhat or very satisfied” with office facilities, while 57.1% were “somewhat or very satisfied” with other (research) facilities.
- Fifty-two percent indicated they were “somewhat or very satisfied” with workload, while 61.9% indicated a “high or very high” level of work related stress.
- When asked “what would have encouraged you to stay,” several respondents indicated “recognition of my contributions” or “feeling appreciated” would have made a difference. These, and other climate issues identified, will need to be addressed by departmental leadership in the future.

The number of faculty resignations at the Regent universities includes only those faculty members who were tenured, tenure-track, or clinical track.

Of those who resigned in FY 2011, 21 (20.0%) were professors, 25 (23.8%) were associate professors, 58 (55.2%) were assistant professors, and one (1.0%) was an instructor.

- Professors represent 41.9% of the population; associate professors represent 31.7% of the population; assistant professors represent 25.1% of the population; and instructors represent 1.3% of the population at the Regent universities<sup>2</sup>.
- The number of professors who resigned in FY 2011 increased by five (+31.3%) from the prior year.

Of those who resigned in FY 2011, 38 (36.2%) were tenured, 47 (44.8%) were tenure-track, and 20 (19.0%) were clinical track.

- Tenured faculty members represent 67.2% of the population; tenure-track faculty members represent 19.7% of the population; and clinical track faculty members represent 13.1% of the population at the Regent universities<sup>1</sup>.
- The number of tenured faculty members who resigned in FY 2011 increased by five (+15.2%) from the prior year.

Of those who resigned in FY 2011, 59 (56.2%) were male and 46 (43.8%) were female.

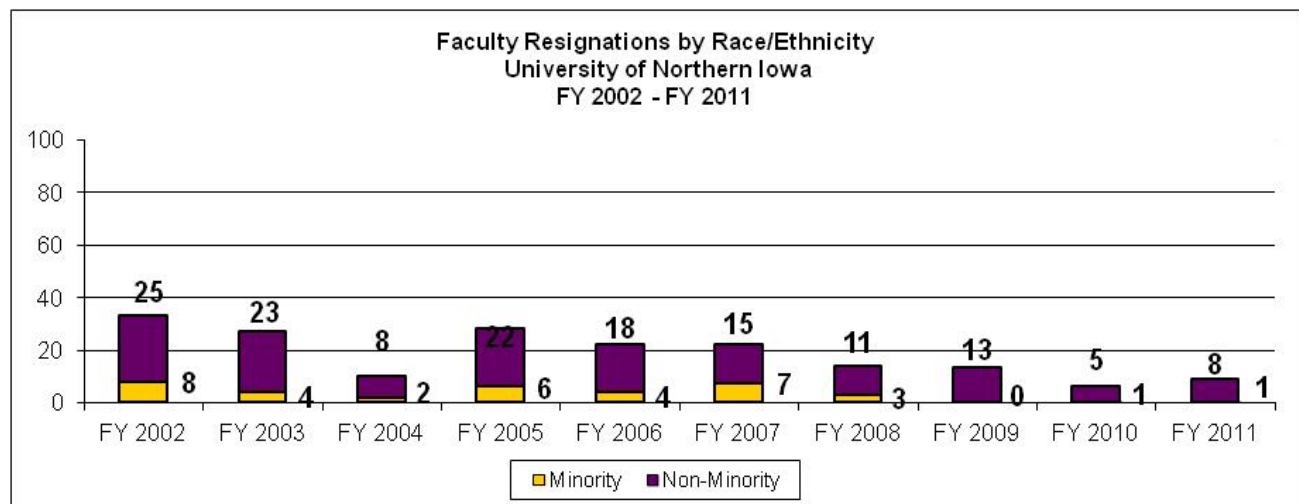
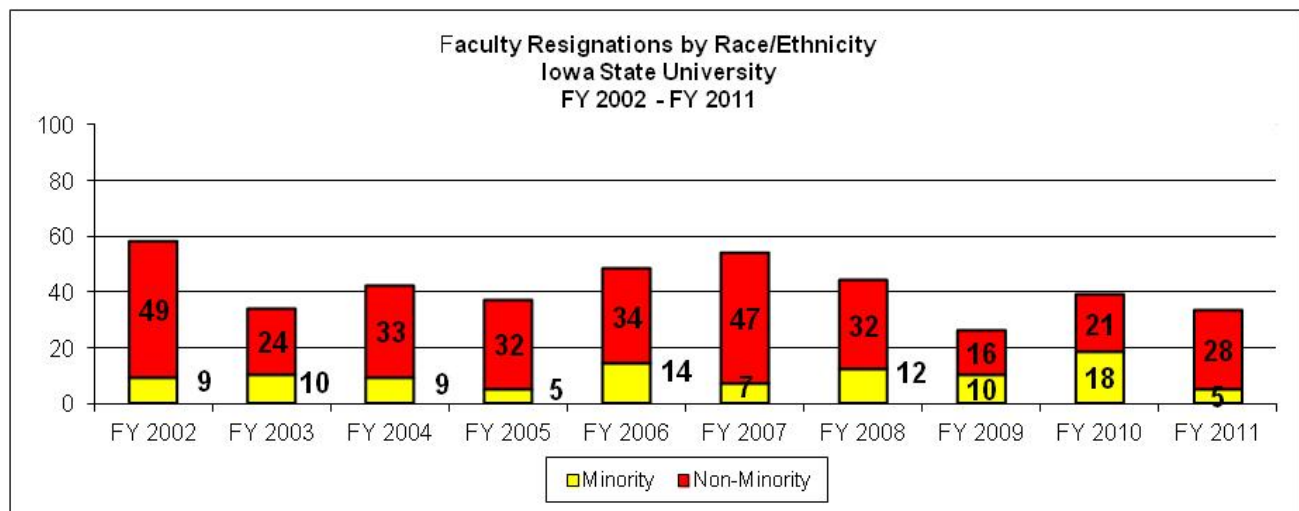
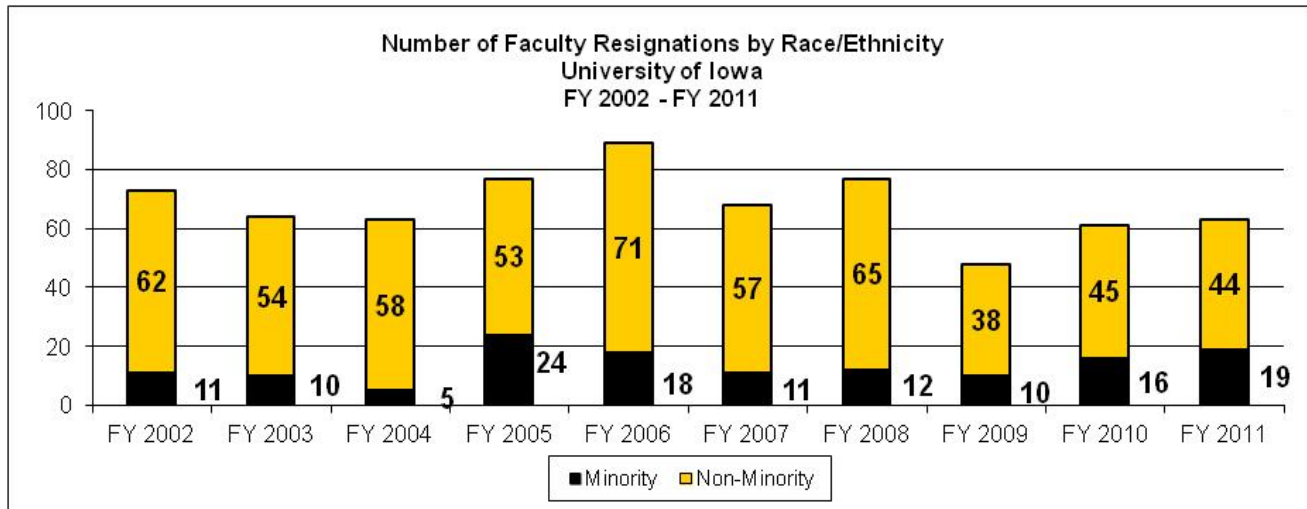
- Males represent 67.8% of the total population and females represent 32.2% of the total population at the Regent universities.
- There was an increase of three (+7.0%) of women who resigned in FY 2011 from the prior year.

Of those who resigned in FY 2011, 25 (23.8%) were racial/ethnic minorities and 80 (76.2%) were non-minorities.

- Racial/ethnic minorities represent 17.9% of the population and non-minorities represent 82.1% of the population at the Regent universities.
- The number of racial/ethnic minorities who resigned in FY 2011 decreased by 10 (-28.6%) from the prior year.

---

<sup>2</sup> Source: Spring 2011 Faculty Tenure Report.



The following overrepresentation occurred among faculty resignees relative to each College's overall faculty numbers:

- At the University of Iowa, the Colleges of Business Administration, Dentistry, Education, Law, Medicine, and Pharmacy were overrepresented among faculty resignees relative to each College's overall faculty numbers.
- At Iowa State University, the Colleges of Design and Human Sciences were overrepresented among faculty resignees relative to the College's overall faculty numbers.
- At the University of Northern Iowa, the Colleges of Education, and Social and Behavioral Sciences were overrepresented among faculty resignees relative to each College's overall faculty numbers.

In FY 2011, the primary reason for resigning continues to be employment opportunities at other educational institutions (cited by 38.1% of those who left). The second most frequently identified reason for resigning (cited by 29.5% of those who left) was to accept another position. The third most frequently identified reason for resigning (cited by 27.6% of those who left) was for "personal" reasons. The fourth most common reason for resigning was to enter private practice (cited by 4.8% of those who left).

- The number of faculty who resigned in FY 2011 to accept a position at another university decreased by 30 (-42.9%) from the prior year.
- The number of faculty who resigned in FY 2011 to accept another position increased by 17 (+121.4%) from the prior year.
- The number of faculty who resigned in FY 2011 to relocate for personal reasons increased by 10 (+52.6%) from the prior year.

The *University of Iowa* is ranked among the nation's top 20 public institutions and competes nationally and internationally for the best faculty members. It is a challenge to retain productive faculty members who are recruited by other institutions. The University has identified the following strategies to improve faculty retention.

#### Competitive Compensation

- The Office of the Provost works with colleges to respond quickly with attractive counter-offers when productive faculty members receive offers from other institutions.
- The University administration is working with the University of Iowa Foundation (UIF) to more aggressively support and promote faculty activities as part of the upcoming UIF Campaign. The focus for these efforts will include funding for additional endowed chairs and support faculty research and teaching.
- SUI recognizes that quality benefit offerings are an essential part of a competitive compensation packet. Employees are educated about the value of those benefits through an "Annual Total Compensation Statement" that is sent to employees at the start of each fiscal year.
- The campus-wide implementation of the innovative faculty activities database, UI Academic and Professional Record (APR), will enable colleges and departments to more accurately and transparently assess faculty productivity and better target merit pay increases.

### Quality of Life

- The University promotes “family friendly” policies and practices through its UI Human Resources’ Family Services program. This program assists employees to find local child care, elder care, veteran/military family resources, and family-related connections with the local community.
- SUI’s “Recruitment Ambassadors Program” includes current or former faculty and staff members who volunteer to help recruit prospective employees. Recruitment Ambassadors provide materials about the local community at time of recruitment and are trained to showcase the community and answer candidates’ questions on topics ranging from the area’s arts and culture, housing, school systems, dining and shopping, sports and recreation, to healthcare. SUI recognizes that integration into the broader community is key to retention and satisfaction. Quality of life issues factor heavily in an individual’s decision to accept an offer from another institution.
- During the past year, the University revised the policy granting extensions to the tenure clock for probationary faculty members who have a minor child join their family during the pre-tenure years. The revisions clarified timelines and notification requirements. The Provost’s Office notifies new faculty of this policy through multiple means during the probationary years (e.g., offer letters, new faculty orientation, campus-wide emails).
- The University of Iowa’s Dual Career Network (DCN) has been a national leader since its founding in 1994 in responding to the employment needs of accompanying partners of new faculty or staff members and has been shown to enhance the University’s recruiting and retention efforts. Despite the poor economy in 2010, the DCN helped place 32 spousal partners in positions at the University and surrounding community. The services of the DCN are especially important in a small community like Iowa City where jobs may be limited. National data show that faculty members whose spouses are pleased with their jobs are much less likely to leave for another position.
- The Provost’s Office, in cooperation with the colleges and Central HR, communicates a message encouraging work/life balance and integrates this theme in various publications (e.g., online Faculty Handbook, “Getting Off to a Good Start at the University of Iowa resource sheet, active promotion of UI Wellness efforts).

### Engaging and Encouraging Faculty

- The Office of the Provost focuses on the orientation and development of new faculty members to encourage their successful integration and engagement in the institution. In FY 2011, programs included a new faculty orientation series that includes a traditional “orientation” program at the start of the Fall semester; throughout the academic year the series introduces new faculty members to key campus resources and topics (e.g., seminar on promotion and tenure conducted by the Office of the Provost, discussion of effective teaching tips and tools with the Center for Teaching, introduction to the Office of the Vice President for Research and resources for obtaining extramural funding and running productive and compliant research programs, and introduction to undergraduate student success at Iowa).

- In June 2011, the Office of the Provost partnered with the UI Obermann Center for Advanced Studies to host two workshops for assistant and associate professors, which addressed developing a consistent research/writing schedule and reinvigorating one's research agenda.
- The Office of the Provost continues to convene two faculty-led writing groups which meet weekly to encourage junior faculty member to create a regular writing regimen.
- The Office of the Provost publishes a comprehensive calendar of faculty development programs offered by multiple campus offices (e.g., focused on teaching, instructional technology, and research).
- Social events are offered to enhance networking among new faculty members and to introduce them to the administration (e.g., President and Provost New Faculty Welcome Reception and Dinner in August, New Faculty End-of-Semester Reception in December, Breakfast with the Provost in the Spring).
- The Office of the Vice President for Research continues to offer modest competitive grants to faculty.
- The cluster hire initiative which was recently begun to address important societal problems creates a sense of community among participating faculty members which is more likely to lead to retention.
- SUI offers a "DEO/Administrative Leadership Program." In 2011, workshop topics included an administrative overview of the year; practical negotiation skills for faculty administrators; leadership assessment tool; "big picture" thinking; time management; conducting effective annual reviews; and developing underperforming faculty members.
- The Office of the Provost provides support and tools to the colleges to enhance the quality of annual and five-year peer reviews of tenured faculty members to provide meaningful feedback from colleagues and administrators.

#### Retaining Faculty of Color

- The Office of the Provost sponsored a faculty development workshop in Summer 2011 to address the unique issues facing faculty of color on a predominantly white campus. The workshop featured Kerry Ann Rockquemore, Executive Director of the National Center for Faculty Diversity and Development, who is the co-author of the acclaimed book, *The Black Academic's Guide to Winning Tenure – Without Losing Your Soul*. The workshop was open to all junior faculty members on campus.
- The Chief Diversity Office promotes opportunities to build community with and among faculty of color through its Faculty of Color Receptions, Diversity Leaders Convocation, and support for Diversity Councils. In 2011, the Chief Diversity Office launched campus-wide diversity training through an affiliate designation with the National Coalition Building Institute (NCBI). Leaders from across the campus are encouraged to participate in this prejudice-reduction work with the goal of increasing inclusion and equity among students, staff, and faculty.

- The Office of the Provost provides resources to address unconscious bias in interviewing and evaluating faculty members and will co-lead a workshop in Spring 2012 with the Office of Equal Opportunity and Diversity on “Leadership for Diversity: A Research-Based Approach to Recruiting and Retaining a Diverse Faculty.”
- Throughout campus, there are initiatives to create venues for scholarship by and about racial and ethnic minorities. In 2012, three faculty co-leaders will champion a multi-program event focused on “The Latino Midwest.” In 2011, a Master of Fine Arts Program in Creating Writing in Spanish was approved by the Board of Regents; the program resulted from collaborative efforts of several faculty of color on campus. Initiatives that are visible, collaborative, and institutionally-supported serve multiple purposes beyond campus and community education, they promote a campus climate that respects and visibly includes faculty of color as leaders of excellence and innovation on campus.

*Iowa State University* has identified the following strategies to improve faculty retention.

- The Office of the Provost has developed a process for working efficiently with departments and colleges to respond quickly with a retention package for the excellent faculty members who is considering leaving ISU for another institution. Such a counter-offer, in response to a competitive job offer, may involve a new commitment for salary, research support, partner accommodation, and/or new work opportunities.
- Through a centrally-managed Dual Career Program, ISU continues to address the employment needs of partners and spouses of newly-hired faculty which affects the recruitment and retention of faculty. This program serves as a point of contact for college and departmental staff to assist them in this important endeavor.
- Additional key initiatives that are targeted on climate and on improving the ability to recruit and retain faculty are the National Science Foundation funded ISU ADVANCE Program (focused on recruitment and retention of women faculty in science, technology, engineering, and mathematics) and the COACHE AAUDE<sup>3</sup> survey of faculty satisfaction; the results of this survey help ISU to understand issues key to faculty productivity and retention.
- Focus on work/life issues includes the creation of a new university-wide committee and the development of a comprehensive web page. Thus far, the committee has successfully developed new programs to educate faculty and staff about work/life topics. Each of these initiatives reflects significant progress toward the goal of creating an optimal environment that prioritizes flexible faculty careers as a means to improve retention rates and enhance institutional excellence.
- In addition to addressing faculty salary competitiveness (which is a top priority for ISU administrators), the University will continue to work on faculty retention through low-cost efforts, including department chair training, work/life policy enhancement, and focus group studies of departmental climate.

---

<sup>3</sup> Collaborative on Academic Careers in Higher Education/Association of American Universities Data Exchange.

The *University of Northern Iowa* has identified the following strategies to improve faculty retention.

- The effort to retain faculty members begins as soon as they are hired and continue throughout the faculty member's career. A new faculty website contains links to information about UNI, the surrounding community, the new faculty orientation schedule, and resources related to college teaching and student learning. The website remains active throughout the year and new faculty members are encouraged to visit the website to access updated schedules and information. The website includes links to area employers' websites as a means of helping partners of newly hired faculty members find suitable employment in the Cedar Valley. The website is one way of connecting faculty to campus activities and information about the community.
- UNI welcomes new faculty to campus with a two day orientation program. The program focuses on teaching, scholarly work, and service for a UNI faculty member. Sessions include information on working with students, a library orientation, and introductions to eLearning tools, faculty governance and maintaining balance among the three components of faculty workload. One of the most popular sessions is a panel of current students who address their perceptions of good teaching practice. Social opportunities are built into each day to encourage networking among new faculty, more experienced colleagues, department heads, and institutional officials. The president hosts a reception at his residence for new faculty members and their spouses, their department heads and deans within the first two weeks of the semester. This provides another opportunity for networking with colleagues.
- An all-faculty fall semester opening workshop has become a tradition at UNI. This year's session provided updates on UNI's new strategic plan, implementation of the student retention council, the launch of the first-year Cornerstone course, post-tenure review discussions, and pilot testing a revised course assessment instrument. In the afternoon, an invited speaker gave an engaging working on teaching critical thinking skills. This was another opportunity for new faculty to meet faculty colleagues from outside the home department and college. They learned about campus initiatives important to their professional lives and were introduced to the importance of teaching at UNI. New and returning faculty reported being energized by the workshop day.
- Early in the fall semester, the Provost's Office held a ceremony to recognize the winners of teaching, scholarly, or creative work and service awards. New faculty were introduced to their colleagues as part of the program and many colleagues commented how enjoyable it was to hear each new faculty member's personalized introduction, which included information on teaching and scholarly interests. This event also helped promote connections between current faculty and new faculty.
- Recognizing the importance of supporting new faculty members to launch their research work, the Office of Sponsored Programs hosts an introductory training program in mid-fall; the program introduces the services of the office, highlights successful early career grant writers and provides an opportunity for cross-college networking. New faculty members are also encouraged to take part in the Campus Connexus event, which uses a unique format to bring faculty members with complementary scholarly interests into conversation with each other in an engaging way. Faculty are also given information about the Principal Investigator (PI) database as a means of maximizing their opportunities for identifying research mentors and partners.
- The Provost and Associate Provosts continue to host luncheon or breakfast meetings with first and second year faculty members. During the fall semester, faculty members in their second year of employment are invited to a session; first year faculty members are invited to a similar series of gatherings during the spring semester. The group is purposely limited to six to eight faculty members to allow for significant conversations with the provost and her staff. Those attending are encouraged to share issues and concerns about their work as a faculty member at UNI; the provost's staff follows-up within a few weeks of the gathering on any concerns



expressed. These smaller events have given new faculty members a connection to the Provost's Office and to each other and have created a greater sense of academic community on campus.

- UNI's colleges have also developed programs to help with faculty retention. For example, some colleges provide a reduced teaching load during a faculty member's first year of service. This provides early career faculty an opportunity to establish a research program and to focus on development of pedagogical skills. One college routinely offers summer stipends to support new faculty to get strong research programs underway.
- Retention efforts also extend to more experienced faculty. Each of the colleges recognizes faculty excellence in teaching, scholarship, or creative work and service. Some colleges have awards for teaching achievement in both departmental and liberal arts core courses. One college has established a Faculty Excellence Award for tenured faculty who have shown exceptional achievement in both teaching and scholarly work and have combined them to provide outstanding educational experiences for students. A highlight of the award is a public presentation by the recipient during the spring semester. Recognition efforts, which also aid long-term retention, include college newsletters and websites which publicize faculty achievements and awards and highlight research interests and accomplishments.
- Deans use a variety of means for building community and connection within the college. For example, one dean meets individually with each second-year faculty member to discuss career progress and offer support. Others host recognition luncheons, sponsor social hours, and support faculty development and presentation opportunities. In one college, brown bag lunches bring faculty members together to discuss important campus issues. Some deans offer small Challenge Grants to support faculty efforts in developing research proposals to be submitted for external grant competitions or in developing innovative teaching methods.
- At a university-wide level, faculty are supported in career development and recognized for their achievements. In Summer 2011, the Provost's Office provided one month's funding to support untenured faculty in their scholarly or creative work. The selection process was competitive. Given the number of high quality proposals, the President agreed to provide additional funding from his budget; a total of 31 untenured faculty received a fellowship award. As a condition of the award, recipients agreed to present their research or creative work at a fellowship symposium scheduled for the fall. This was a great opportunity for colleagues from throughout campus to engage with pre-tenured faculty and discuss their research agendas. The event was well attended and recipients reports that the fellowship allowed them to advance their scholarly work in a significant manner; the opportunity to present gave them good visibility across campus.

- The Provost's Office also made summer awards to support the development of course material for the first-year Cornerstone course which integrates written and oral communication with material on the first-year of college, sustainability, and service learning. These awards assist faculty to pursue new course development in areas that are aligned with the strategic plan for Academic Affairs.
- The Dean of Continuing Education adopted the Quality Matters program to ensure that online and blended course offerings conform to the best design and pedagogical practices. Faculty members receive a stipend to support course development. An annual conference on online learning provides additional opportunities for development and interaction with colleagues.
- Professional Development Assignments (PDAs) are another opportunity offered to tenured faculty to undertake intensive programs of research or creative work which promotes long term retention. Faculty members may apply for either a one-semester assignment at full pay or an academic year assignment at half (50%) pay. A tenured faculty member is eligible to compete for an award every four years. PDAs are highly motivating to faculty and provide needed time for intense focus on scholarly or creative work which may be limited as a result of UNI's heavier teaching load.
- UNI faculty who hold a full-time, academic year, tenured or tenure-track appointment may apply for a Summer Fellowship. Through these awards, the University seeks to encourage, assist, and support faculty research, creative activity, and grant applications.
- UNI offers a variety of awards to recognize outstanding teaching, research, and service. These include the Class of 1943 Faculty Award for Excellence in Teaching, Ross A. Nielsen Professional Service Award, James F. Lubker Research Award, Regents Awards for Faculty Excellence, Merchant Scholarship, and the University Book and Supply Award for untenured faculty.
- In FY 2011, the Provost's Office developed and periodically distributed a newsletter to keep faculty informed on provost initiatives and to report on activities of colleagues. Feedback has been very positive. Good communication about progress on new initiatives helps build a sense of connection to the university.
- Despite tight budgets, the Deans and Provost make best efforts to match competing market salary offers for valued faculty members.
- While UNI does not have a Center for Teaching Excellence, an administrative fellow in the Provost's Office is working with the associate provost to develop a series of pedagogical presentations and workshops to facilitate discussions about teaching and learning. A number of initiatives are in the planning stage, including workshops focused on career development and fulfillment.
- The Provost has made a substantial commitment to creating a more welcoming and inclusive campus environment for all faculty members through affiliation with the National Coalition Building Institute and the establishment of the Diversity Fellows Program. The Fellows Program provides an opportunity for faculty members to develop leadership and administrative skills, while advancing key diversity goals on campus. In addition to the "Welcoming Diversity" workshop, the Fellows are working with the associate provost to provide additional development opportunities which help faculty address issues around making the classroom more inclusive and welcoming for a diverse student body.
- The Associate Provost for Faculty Affairs chairs a subcommittee of the Diversity Advisory Council which is focused on retention of faculty and staff. The subcommittee is currently analyzing the results of a campus climate survey completed last spring and is examining the literature on creating a multicultural organization to lay the groundwork for planning retention initiatives.

- Retention is an ongoing effort throughout a faculty member's career. UNI continues to seek out new ways to improve faculty members' organization commitment.

At the Iowa Braille and Sight Saving School, both faculty members who resigned in FY 2011 did so for personal reasons.

- While retention of faculty has not been a significant issue for the School, recruitment continues to be a challenge because there is a nationwide shortage of educational professionals in the vision field. To overcome the challenges and recruit a diverse group of qualified educators, the School is engaged in numerous activities.
- The School collaborates with the University of Northern Iowa to support a teacher preparation program for teachers of the visually impaired. Through referrals and communication with the UNI program coordinator, the School is attempting to increase the number of students in teacher preparation programs who focus on the vision field.
- The School has implemented a competitive teacher preparation scholarship program. This program, in collaboration with the teacher preparation program at UNI, has created the opportunity for the School to better recruit education students, including minorities, from various areas of Iowa. Currently, there are four students participating in the program, including one minority and three females. This program may have a long-range effect on the ability to recruit and retain diverse faculty.
- The School also uses the following recruitment techniques – nationwide network of college and university career center postings; personal contacts with strong teacher preparation programs in the Midwest; and interview and relocation assistance for new faculty.

**TABLE 1**  
**Number of Faculty Resignations by Rank**  
**FY 2002 to FY 2011**

	PROFESSOR	ASSOCIATE PROFESSOR	ASSISTANT PROFESSOR	INSTRUCTOR	TOTAL
<b>SUI</b>					
FY 2002	14	25	34	0	73
FY 2003	10	18	36	0	64
FY 2004	17	19	27	0	63
FY 2005	18	23	36	0	77
FY 2006	25	25	39	0	89
FY 2007	14	18	36	0	68
FY 2008	18	20	38	1	77
FY 2009	15	16	17	0	48
FY 2010	6	18	37	0	61
<b>FY 2011</b>	<b>12</b>	<b>12</b>	<b>39</b>	<b>0</b>	<b>63</b>
<b>ISU</b>					
FY 2002	16	12	30	0	58
FY 2003	9	6	19	0	34
FY 2004	11	9	22	0	42
FY 2005	11	11	15	0	37
FY 2006	8	16	24	0	48
FY 2007	15	11	28	0	54
FY 2008	7	12	25	0	44
FY 2009	6	10	10	0	26
FY 2010	10	9	20	0	39
<b>FY 2011</b>	<b>8</b>	<b>9</b>	<b>16</b>	<b>0</b>	<b>33</b>
<b>UNI</b>					
FY 2002	1	2	23	7	33
FY 2003	0	4	12	11	27
FY 2004	2	3	4	1	10
FY 2005	5	3	19	1	28
FY 2006	2	4	16	0	22
FY 2007	7	4	7	4	22
FY 2008	0	1	13	0	14
FY 2009	0	3	8	2	13
FY 2010	0	0	2	4	6
<b>FY 2011</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>9</b>
<b>TOTAL</b>					
FY 2002	31	39	87	7	164
FY 2003	19	28	67	11	125
FY 2004	30	31	53	1	115
FY 2005	34	37	70	1	142
FY 2006	35	45	79	0	159
FY 2007	36	33	71	4	144
FY 2008	25	33	76	1	135
FY 2009	21	29	35	2	87
FY 2010	16	27	59	4	106
<b>FY 2011</b>	<b>21</b>	<b>25</b>	<b>58</b>	<b>1</b>	<b>105</b>

**TABLE 2**  
**Number of Faculty Resignations by Gender and Race/Ethnicity**  
**FY 2002 to FY 2011**

	MALE	FEMALE	TOTAL	MINORITY	NON-MINORITY
<b>SUI</b>					
FY 2002	48	25	73	11	62
FY 2003	37	27	64	10	54
FY 2004	40	23	63	5	58
FY 2005	51	26	77	24	53
FY 2006	63	26	89	18	71
FY 2007	40	28	68	11	57
FY 2008	48	29	77	12	65
FY 2009	30	18	48	10	38
FY 2010	35	26	61	16	41
<b>FY 2011</b>	<b>41</b>	<b>22</b>	<b>63</b>	<b>19</b>	<b>44</b>
<b>ISU</b>					
FY 2002	35	23	58	9	49
FY 2003	25	9	34	10	24
FY 2004	31	11	42	9	33
FY 2005	26	11	37	5	32
FY 2006	34	14	48	14	34
FY 2007	35	19	54	7	47
FY 2008	25	19	44	12	32
FY 2009	17	9	26	10	16
FY 2010	27	12	39	18	21
<b>FY 2011</b>	<b>15</b>	<b>18</b>	<b>33</b>	<b>5</b>	<b>28</b>
<b>UNI</b>					
FY 2002	17	16	33	8	25
FY 2003	17	10	27	4	23
FY 2004	4	6	10	2	8
FY 2005	15	13	28	6	22
FY 2006	11	11	22	4	18
FY 2007	12	10	22	7	15
FY 2008	8	6	14	3	11
FY 2009	8	5	13	0	13
FY 2010	1	5	6	1	5
<b>FY 2011</b>	<b>3</b>	<b>6</b>	<b>9</b>	<b>1</b>	<b>8</b>
<b>TOTAL</b>					
FY 2002	100	64	164	28	136
FY 2003	79	46	125	24	101
FY 2004	75	40	115	16	99
FY 2005	92	50	142	35	107
FY 2006	108	51	159	36	123
FY 2007	87	57	144	25	119
FY 2008	81	54	135	27	108
FY 2009	55	32	87	20	67
FY 2010	63	43	106	35	67
<b>FY 2011</b>	<b>59</b>	<b>46</b>	<b>105</b>	<b>25</b>	<b>80</b>

**TABLE 3**  
**Number of Faculty Resignations by Tenure Status**  
**FY 2002 to FY 2011**

	TENURED	TENURE-TRACK	CLINICAL TRACK	OTHER	TOTAL
<b>SUI</b>					
FY 2002	29	22	22	0	73
FY 2003	24	22	18	0	64
FY 2004	23	16	24	0	63
FY 2005	33	15	29	0	77
FY 2006	40	27	22	0	89
FY 2007	23	24	21	0	68
FY 2008	22	23	32	0	77
FY 2009	23	9	16	0	48
FY 2010	14	16	31	0	61
<b>FY 2011</b>	<b>16</b>	<b>27</b>	<b>20</b>	<b>0</b>	<b>63</b>
<b>ISU</b>					
FY 2002	28	30	0	0	58
FY 2003	15	19	0	0	34
FY 2004	20	22	0	0	42
FY 2005	22	15	0	0	37
FY 2006	22	26	0	0	48
FY 2007	26	28	0	0	54
FY 2008	18	26	0	0	44
FY 2009	15	11	0	0	26
FY 2010	19	20	0	0	39
<b>FY 2011</b>	<b>17</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>33</b>
<b>UNI</b>					
FY 2002	4	21	0	8	33
FY 2003	6	13	0	8	27
FY 2004	4	6	0	0	10
FY 2005	9	16	0	3	28
FY 2006	4	18	0	0	22
FY 2007	11	8	0	3	22
FY 2008	1	12	0	1	14
FY 2009	4	8	0	1	13
FY 2010	0	4	0	2	6
<b>FY 2011</b>	<b>5</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>9</b>
<b>TOTAL</b>					
FY 2001	68	67	15	8	158
FY 2002	61	73	22	8	164
FY 2003	45	54	18	8	125
FY 2004	47	44	24	0	115
FY 2005	64	46	29	3	142
FY 2006	66	71	22	0	159
FY 2007	60	60	21	3	144
FY 2008	41	61	32	1	135
FY 2009	42	28	16	1	87
FY 2010	33	40	31	2	106
<b>FY 2011</b>	<b>38</b>	<b>47</b>	<b>20</b>	<b>0</b>	<b>105</b>

**Table 4a**  
**Resignations by College**  
**FY 2002 to FY 2011**  
**University of Iowa**

COLLEGE	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Business Administration	4	4	1	6	4	5	4	1	2	3
Dentistry	3	4	4	6	3	7	3	0	2	4
Education	3	0	2	6	4	1	6	1	1	3
Engineering	1	0	3	1	2	3	1	2	0	2
Graduate	0	1	1	0	1	0	0	1	0	0
Law	2	1	0	0	3	1	1	3	1	3
Liberal Arts and Sciences	25	18	9	11	21	19	15	7	10	11
Medicine	31	31	37	46	43	24	38	31	38	32
Nursing	1	0	3	0	1	0	2	2	2	1
Pharmacy	1	2	2	1	3	4	3	0	0	2
Public Health	2	3	1	0	4	4	4	0	5	2
<b>TOTAL</b>	<b>73</b>	<b>64</b>	<b>63</b>	<b>77</b>	<b>89</b>	<b>68</b>	<b>77</b>	<b>48</b>	<b>61</b>	<b>63</b>

**Table 4b**  
**Resignations by College**  
**FY 2002 to FY 2011**  
**Iowa State University**

COLLEGE	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Agriculture and Life Sciences	5	5	4	4	3	9	8	4	7	3
Business	3	2	3	4	2	3	2	1	2	1
Design	3	1	4	1	3	3	4	1	2	4
Engineering	11	3	4	3	8	4	1	2	5	4
Human Science	9	5	8	7	7	4	5	6	8	10
Liberal Arts and Sciences	23	16	18	14	21	23	16	8	12	11
Library	1	0	1	0	1	2	2	0	1	0
Veterinary Medicine	3	2	0	4	3	6	6	4	2	0
<b>TOTAL</b>	<b>58</b>	<b>34</b>	<b>42</b>	<b>37</b>	<b>48</b>	<b>54</b>	<b>44</b>	<b>26</b>	<b>39</b>	<b>33</b>

**Table 4c**  
**Resignations by College**  
**FY 2002 to FY 2011**  
**University of Northern Iowa**

COLLEGE	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Business Administration	2	4	0	2	2	4	3	1	1	0
Education	9	12	5	9	6	4	3	4	3	3
Humanities and Fine Arts	4	4	1	7	3	8	4	2	0	
Natural Sciences	6	4	2	5	1	1	2	2	2	
Humanities, Arts, and Sci.										2
Social and Behavioral Sciences	10	3	1	5	7	5	2	4	0	0
Library	2	0	1	0	3	0	0	0	0	4
<b>TOTAL</b>	<b>33</b>	<b>27</b>	<b>10</b>	<b>28</b>	<b>22</b>	<b>22</b>	<b>14</b>	<b>13</b>	<b>6</b>	<b>9</b>

**Table 5a**  
**Reasons Given for Faculty Resignations**  
**FY 2002 to FY 2011**  
**University of Iowa**

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
To accept a position at another university										
Professor	9	6	11	12	19	8	10	11	9	6
Associate Professor	16	8	6	14	15	10	14	8	10	1
Assistant Professor	22	13	13	15	18	22	14	6	21	10
Instructor	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>47</b>	<b>27</b>	<b>30</b>	<b>41</b>	<b>52</b>	<b>40</b>	<b>38</b>	<b>25</b>	<b>40</b>	<b>17</b>
To accept another position										
Professor	3	1	1	3	1	1	3	0	1	3
Associate Professor	0	4	5	3	2	2	3	4	1	7
Assistant Professor	4	5	3	8	7	4	13	7	3	11
Instructor	0	0	0	0	0	0	1	0	0	0
<b>TOTAL</b>	<b>7</b>	<b>10</b>	<b>9</b>	<b>14</b>	<b>10</b>	<b>7</b>	<b>20</b>	<b>11</b>	<b>5</b>	<b>21</b>
To relocate for personal reasons										
Professor	0	0	1	1	1	0	2	1	1	2
Associate Professor	3	2	2	1	6	2	0	1	1	2
Assistant Professor	3	9	3	3	9	8	8	2	11	16
Instructor	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>6</b>	<b>11</b>	<b>6</b>	<b>5</b>	<b>16</b>	<b>10</b>	<b>10</b>	<b>4</b>	<b>13</b>	<b>20</b>
To enter private practice										
Professor	0	1	0	2	2	0	1	2	0	1
Associate Professor	4	4	4	5	1	3	3	3	1	2
Assistant Professor	5	9	8	9	5	2	3	2	2	2
Instructor	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>9</b>	<b>14</b>	<b>12</b>	<b>16</b>	<b>8</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>3</b>	<b>5</b>
To accept an administrative position										
Professor	2	2	4	0	2	5	2	1	0	0
Associate Professor	2	0	2	0	1	1	0	0	0	0
Assistant Professor	0	0	0	1	0	0	0	0	0	0
Instructor	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>73</b>	<b>64</b>	<b>63</b>	<b>77</b>	<b>89</b>	<b>68</b>	<b>77</b>	<b>48</b>	<b>61</b>	<b>63</b>



**Table 5b**  
**Reasons Given for Faculty Resignations**  
**FY 2002 to FY 2011**  
**Iowa State University**

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
To accept a position at another university										
Professor	7	6	8	9	6	9	4	5	6	4
Associate Professor	5	3	7	8	12	9	7	8	7	7
Assistant Professor	19	12	8	10	12	22	13	6	11	7
Instructor	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>31</b>	<b>21</b>	<b>23</b>	<b>27</b>	<b>30</b>	<b>40</b>	<b>24</b>	<b>19</b>	<b>24</b>	<b>18</b>
To accept another position										
Professor	1	3	3	1	0	1	2	1	2	3
Associate Professor	1	4	1	3	1	1	2	0	4	2
Assistant Professor	4	3	8	3	7	1	5	2	2	4
Instructor	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>6</b>	<b>10</b>	<b>12</b>	<b>7</b>	<b>8</b>	<b>3</b>	<b>9</b>	<b>3</b>	<b>8</b>	<b>9</b>
To relocate for personal reasons										
Professor	2	0	0	1	0	1	0	0	0	0
Associate Professor	5	0	1	0	3	0	3	0	0	0
Assistant Professor	6	3	6	2	3	3	7	2	3	5
Instructor	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>13</b>	<b>3</b>	<b>7</b>	<b>3</b>	<b>6</b>	<b>4</b>	<b>10</b>	<b>2</b>	<b>3</b>	<b>5</b>
To enter private practice										
Professor	2	0	0	0	1	0	0	0	0	0
Associate Professor	0	0	0	0	0	1	0	2	0	0
Assistant Professor	1	0	0	0	2	2	0	0	0	0
Instructor	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
To accept an administrative position										
Professor	4	0	0	0	1	4	1	0	3	1
Associate Professor	1	0	0	0	0	0	0	0	1	0
Assistant Professor	0	0	0	0	0	0	0	0	0	0
Instructor	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>1</b>
<b>GRAND TOTAL</b>	<b>58</b>	<b>34</b>	<b>42</b>	<b>37</b>	<b>48</b>	<b>54</b>	<b>44</b>	<b>26</b>	<b>39</b>	<b>33</b>

**Table 5c**  
**Reasons Given for Faculty Resignations**  
**FY 2002 to FY 2011**  
**University of Northern Iowa**

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
To accept a position at another university										
Professor	1	0	2	3	2	1	0	0	0	0
Associate Professor	2	3	3	2	3	1	0	2	0	2
Assistant Professor	14	7	4	12	11	6	8	5	1	1
Instructor	3	1	1	0	0	0	0	0	1	0
<b>TOTAL</b>	<b>20</b>	<b>11</b>	<b>10</b>	<b>17</b>	<b>16</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>2</b>	<b>3</b>
To accept another position										
Professor	0	0	0	1	0	0	0	0	0	0
Associate Professor	0	1	0	0	0	0	0	1	0	1
Assistant Professor	5	1	0	1	0	1	1	0	0	0
Instructor	1	6	0	0	0	1	0	0	1	0
<b>TOTAL</b>	<b>6</b>	<b>8</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
To relocate for personal reasons										
Professor	0	0	0	0	0	0	0	0	0	0
Associate Professor	0	0	0	1	0	2	1	0	0	1
Assistant Professor	4	4	0	6	3	0	4	2	1	2
Instructor	3	4	0	1	0	3	0	1	2	1
<b>TOTAL</b>	<b>7</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>4</b>
To enter private practice										
Professor	0	0	0	0	0	0	0	0	0	0
Associate Professor	0	0	0	0	0	0	0	0	0	0
Assistant Professor	0	0	0	0	1	0	0	0	0	0
Instructor	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
To accept an administrative position										
Professor	0	0	0	1	1	6	0	0	0	1
Associate Professor	0	0	0	0	0	1	0	0	0	0
Assistant Professor	0	0	0	0	1	0	0	1	0	0
Instructor	0	0	0	0	0	0	0	1	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>7</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>
<b>GRAND TOTAL</b>	<b>33</b>	<b>27</b>	<b>10</b>	<b>28</b>	<b>22</b>	<b>22</b>	<b>14</b>	<b>13</b>	<b>6</b>	<b>9</b>

**Table 5d**  
**Reasons Given for Faculty Resignations**  
**FY 2002 to FY 2011**  
**Regent Total**

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
To accept a position at another university										
University of Iowa	47	27	30	41	52	40	38	25	40	17
Iowa State University	31	21	23	27	30	40	24	19	24	18
University of Northern Iowa	20	11	10	17	16	8	8	7	2	3
<b>TOTAL</b>	<b>98</b>	<b>59</b>	<b>63</b>	<b>85</b>	<b>98</b>	<b>88</b>	<b>70</b>	<b>51</b>	<b>66</b>	<b>38</b>
To accept another position										
University of Iowa	7	10	9	14	10	7	20	11	5	21
Iowa State University	6	10	12	7	8	3	9	3	8	9
University of Northern Iowa	6	8	0	2	0	2	1	1	1	1
<b>TOTAL</b>	<b>19</b>	<b>28</b>	<b>21</b>	<b>23</b>	<b>18</b>	<b>12</b>	<b>30</b>	<b>15</b>	<b>14</b>	<b>31</b>
To relocate for personal reasons										
University of Iowa	6	11	6	5	16	10	10	4	13	20
Iowa State University	13	3	7	3	6	4	10	2	3	5
University of Northern Iowa	7	8	0	8	3	5	5	3	3	4
<b>TOTAL</b>	<b>26</b>	<b>22</b>	<b>13</b>	<b>16</b>	<b>25</b>	<b>19</b>	<b>25</b>	<b>9</b>	<b>19</b>	<b>29</b>
To enter private practice										
University of Iowa	9	14	12	16	8	5	7	7	3	5
Iowa State University	3	0	0	0	3	3	0	2	0	0
University of Northern Iowa	0	0	0	0	1	0	0	0	0	0
<b>TOTAL</b>	<b>12</b>	<b>14</b>	<b>12</b>	<b>16</b>	<b>12</b>	<b>8</b>	<b>7</b>	<b>9</b>	<b>3</b>	<b>5</b>
To accept an administrative position										
University of Iowa	4	2	6	1	3	6	2	1	0	0
Iowa State University	5	0	0	0	1	4	1	0	4	1
University of Northern Iowa	0	0	0	1	2	7	0	2	0	1
<b>TOTAL</b>	<b>9</b>	<b>2</b>	<b>6</b>	<b>2</b>	<b>6</b>	<b>17</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>2</b>
<b>GRAND TOTAL</b>	<b>164</b>	<b>125</b>	<b>115</b>	<b>142</b>	<b>159</b>	<b>144</b>	<b>135</b>	<b>87</b>	<b>106</b>	<b>105</b>

**Table 6**  
**Total Faculty and Faculty Resignations**  
**FY 2011**  
**Regent Total**

<b>College</b>	<b>Faculty Number</b>	<b>Percent of Total Faculty</b>	<b>Number of Resignations</b>	<b>Percent of Total Resignations</b>	<b>Percent of Total College Faculty</b>
<b>University of Iowa</b>					
Business Administration	84	3.8%	3	4.8%	3.6%
Dentistry	95	4.4%	4	6.3%	4.2%
Education	97	4.4%	3	4.8%	3.1%
Engineering	80	3.7%	2	3.2%	2.5%
Graduate	15	0.7%	0	0.0%	0.0%
Law	42	1.9%	3	4.8%	7.1%
Liberal Arts and Sciences	635	29.1%	11	17.5%	1.7%
Medicine	944	43.3%	32	50.8%	3.4%
Nursing	58	2.7%	1	1.6%	1.7%
Pharmacy	63	2.9%	2	3.2%	3.2%
Public Health	69	3.2%	2	3.2%	2.9%
<b>TOTAL</b>	<b>2182</b>	<b>100.0%</b>	<b>63</b>	<b>100.0%</b>	<b>2.9%</b>
<b>Iowa State University</b>					
Agriculture and Life Sciences	272	20.85%	3	9.1%	1.1%
Business	72	5.5%	1	3.0%	1.4%
Design	82	6.3%	4	12.1%	4.9%
Engineering	183	14.0%	4	12.1%	2.2%
Human Science	110	8.4%	10	30.3%	9.1%
Liberal Arts and Sciences	448	34.2%	11	33.3%	2.5%
Library	31	2.4%	0	0.0%	0.0%
Veterinary Medicine	110	8.4%	0	0.0%	0.0%
<b>TOTAL</b>	<b>1308</b>	<b>100.0%</b>	<b>33</b>	<b>100.0%</b>	<b>2.5%</b>
<b>University of Northern Iowa</b>					
Business Administration	57	9.9%	0	0.0%	0.0%
Education	146	25.3%	3	33.3%	2.1%
Humanities, Arts and Sciences	247	42.7%	2	22.2%	0.8%
Social and Behavioral Sciences	111	19.2%	4	0.0%	0.0%
Library	17	2.9%	0	0.0%	0.0%
<b>TOTAL</b>	<b>578</b>	<b>100.0%</b>	<b>9</b>	<b>99.9%</b>	<b>100.0%</b>

# PART 6

## Salaries – FY 2012

### Salary Policies and Negotiated Salary Increases

In June 2011, the Board approved the following salary policies for the institutions.

University of Iowa – Average faculty salary increases for each college, vice president unit, and other major administrative units are expected to be between 2% and 4%. Units will have latitude in faculty pay adjustments based upon individual circumstances, but the average increase for each unit must fall within the range cited above. The University proposes that units be allowed to provide on a case-by-case basis promotional increases (e.g. assistant to associate professor), as well as meet counter offers, equity matters, and acute compression issues. In addition, colleges having plans allowing variable, non-recurring compensation to faculty based on productivity will continue in FY 2012. These colleges are – College of Medicine, College of Dentistry, College of Pharmacy, and College of Nursing.

Salary increases for nonorganized professional and scientific (P&S) staff will be based on merit, and it is anticipated increases will be between 2% and 4%. The proposed P&S matrix is not increased on the minimums and is increased by 2% on the maximums.

Iowa State University – As part of the planning for the FY 2012 budget, Iowa State developed a salary policy for faculty, P&S staff, contract employees and post docs. The policy formalizes and clarifies many of the practices of the past several years. It defines reasons for annual salary adjustments, establishes an expectation for written documentation to support the rationale for salary adjustments and formalizes the development of planning parameters for salary adjustments as part of the budget development process.

For FY 2012 two parameters have been established. All faculty and non-contract staff with satisfactory performance will be awarded a minimum salary adjustment of 0.5%; increases beyond that will be determined by individual units, however, proposed increases that exceed 5.0% require administrative approval. Faculty who have been awarded tenure or promoted will all receive an additional salary increment to reflect that achievement. Overall the faculty and P&S staff salary base is expected to increase by approximately 3.0%.

University of Northern Iowa – A voluntary agreement through collective bargaining was not reached with the organized faculty (UNI-United Faculty) requiring arbitration. The arbitrator awarded pay increases for the United Faculty of 2.25% on July 1, 2011, and an additional 1.25% increase on January 1, 2012. The university is proposing the same increases for P&S staff. The portion for across-the-board increases for staff with satisfactory or above performance and the amount for meritorious performance will be determined by the UNI Cabinet, taking into consideration the recommendation of the UNI P&S Council. The University proposes an adjustment of 1% at the minimums and 2% at the maximums for all eight pay grades of the P&S salary matrix for FY 2012.

Iowa School for the Deaf – ISD’s proposed FY 2012 faculty salary matrix remains unchanged from the FY 2011 matrix. Qualified faculty will continue to receive merit pay for sign language proficiency and professional certifications from the Council for Education of the Deaf [CED] and the American Speech-Language Hearing Association [ASHA]. These amounts are unchanged from FY 2011. Eligible faculty will receive a one-step increase and will also be provided increases for attainment of additional education. It is anticipated the average faculty increase will be approximately 0.9%. The proposed extra-curricular pay schedule is unchanged from FY 2011.

ISD and IBSSS share a single P&S salary matrix. The proposed matrix is unchanged from FY 2011. ISD proposes no increase in P&S salaries. The salary policy allows for eligible P&S staff to receive merit pay for sign language proficiency at ISD. The amounts are based upon the employee’s level of competency and are shown on the ISD faculty matrix. The amounts paid for sign language proficiency are unchanged from FY 2011.

Iowa Braille and Sight Saving School – IBSSS proposes an increase of 1.5% to each cell of the faculty salary matrix for FY 2012. Qualified faculty will continue to receive stipends for professional certification (Academy for Certification of Vision, Rehabilitation, and Education Professionals [ACVREP]. This amount is unchanged from FY 2011. Eligible faculty will receive a one-step increase and will also be provided increases for attainment of additional education. It is anticipated the average faculty increase will be 2.5%.

As noted above, ISD and IBSSS share a single P&S salary matrix. IBSSS is proposing 1.5% increases for P&S staff.

The extra-curricular pay scale for IBSSS is unchanged from FY 2011.

#### AFSCME Units

The collective bargaining agreement between AFSCME and the State of Iowa covering bargaining unit merit staff provides for a 2% wage increase on July 1, 2011. The AFSCME agreement also provides for a second wage increase of 1% effective January 1, 2011.

Merit staff members who are not at the maximum of their pay range will continue to receive a step increase in FY11 of 4.5% at their next scheduled merit increase date, up to the maximum of their pay scale.

#### UNI – United Faculty

The negotiated agreement for the United Faculty at UNI provided for 2.25% salary increases on July 1, 2011 and a 1.25% increase on January 1, 2012.

#### SUI – Tertiary Health Care Bargaining Unit – SEIU

The collective bargaining agreement contains the following salary provisions:

1. Bargaining unit employees employed on April 30, 2011 will receive a 3 % salary increase on the employee’s base salary effective July 1, 2011.
2. Staff members employed in the Staff Nurse classification in the Department of Nursing and assigned to units that require twenty-four hour staffing on site, seven days a week, as well as those nurses assigned to the Main Operating Room and the Post Anesthesia Care Unit (PACU), will continue to receive an additional differential of \$1,000 per year, based upon a full time equivalent. Those staff employed less than full time will receive a prorated differential. Nurses that transfer out of the Department of Nursing units receiving the differential will have the amount removed from their base salary upon transfer.

### SUI - Graduate Assistants – COGS

The minimum salaries for Graduate Assistants, both Teaching Assistants and Research Assistants under the collective bargaining agreement between the Board of Regents and UE Local 896/COGS will increase two percent on July 1, 2011:

Academic Year (50% Appointment): \$16,908

Fiscal Year (50% Appointment): \$20,664

The minimum tuition scholarship provided to all bargaining unit graduate teaching and research assistants appointed for a total of 25% or more for the entire semester, academic year or fiscal year, will be one hundred percent (100%) of the resident tuition rate for the Graduate College/Liberal Arts and Sciences.

## Salaries -- Faculty

Average increases for faculty for FY 2012 and the four previous years are shown below:

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
SUI	7.0%*	4.1%	0%	2.5%	3.1%
ISU	6.0%	5.5%	0%	1.9%	2.3%
UNI	3.0%	4.0%	0%	3.0%	3.5%*
ISD	9.9%	4.2%	0%	2.4%	1.1%
IBSSS	11.2%	6.4%	0%	2.5%	2.8%

UNI Faculty Increases – 2.25% on 7/1/11 and 1.25% on 1/1/12 equates to 2.9%.

Average faculty increases for the five-year period are as follows:

SUI	3.3%	ISD	3.5%
ISU	3.1%	IBSSS	4.7%
UNI	2.7%		

Excluding salaries for the professional colleges of Medicine, Dentistry, and Law at SUI and Veterinary Medicine and faculty associated with the Agricultural Experiment Station and the Cooperative Extension Service at ISU, average nine-month equivalent salaries are:

	Average
University of Iowa	\$99,790
Iowa State University	\$82,730
University of Northern Iowa	\$64,860

The following tables display both nine and twelve-month faculty by gender at the Associate and Assistant Professor ranks in each of the colleges at each of the universities.

**Associate Professor -- Average Salaries FY 2012**  
**Non-Professional Colleges**

	12-month				9-month			
	Male		Female		Male		Female	
<b>SUI</b>	<b>Salary</b>	<b>FTE</b>	<b>Salary</b>	<b>FTE</b>	<b>Salary</b>	<b>FTE</b>	<b>Salary</b>	<b>FTE</b>
Liberal Arts and Sciences	\$112,473	0.83	\$80,185	6.66	\$78,833	108.93	\$75,592	99.95
Business	--	--	--	--	\$151,315	13.00	\$149,567	6.00
Education	\$132,574	3.00	\$94,029	1.00	\$73,818	11.75	\$72,252	19.00
Engineering	--	--	--	--	\$98,374	18.10	\$101,135	1.75
Graduate	\$171,075	1.00	\$133,251	0.70	\$79,437	3.00	\$71,281	2.00
Nursing	--	--	\$118,639	4.00	\$77,883	1.00	\$78,726	13.50
Public Health	\$108,416	8.06	\$108,561	8.50	--	--	\$92,375	1.00
<b>ISU</b>								
Agriculture and Life Sciences	\$89,225	7.58	\$87,427	2.66	\$89,752	8.45	\$84,263	5.89
Business	--	--	--	--	\$128,886	15.00	\$130,930	6.00
Design	\$98,735	0.16	--	--	\$70,683	21.00	\$67,966	20.24
Engineering	\$113,217	1.30	--	--	\$97,376	47.32	\$97,244	5.32
Human Sciences	--	--	\$86,553	0.46	\$80,616	9.43	\$73,892	22.16
Liberal Arts and Sciences	\$66,293	2.25	--	--	\$76,112	91.44	\$71,202	43.17
<b>UNI</b>								
Business	--	--	--	--	\$99,047	15.50	\$98,389	8.00
Social and Behavioral Sciences	--	--	--	--	\$65,340	28.00	\$65,913	18.25
Education	--	--	--	--	\$81,353	16.25	\$70,189	24.83
Humanities and Fine Arts	--	--	--	--	\$68,351	53.30	\$63,667	42.18



### Assistant Professor -- Average Salaries FY 2012 Non-Professional Colleges

	12-month				9-month			
	Male		Female		Male		Female	
SUI	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE
Liberal Arts and Sciences	\$71,000	1.00	\$69,150	2.00	\$67,971	48.00	\$67,486	55.00
Business	--	--	--	--	\$156,174	8.00	\$131,282	4.50
Education	--	--	\$80,676	1.00	\$63,253	5.00	\$62,290	9.50
Engineering	--	--	--	--	\$83,169	8.50	\$83,496	4.50
Graduate	--	--	--	--	\$74,641	5.00	\$68,893	3.00
Nursing	\$129,640	1.50	\$95,133	2.40	--	--	\$67,600	16.00
Public Health	\$98,750	7.65	\$90,789	4.13	--	--	--	--
<b>ISU</b>								
Agriculture and Life Sciences	\$84,150	1.40	\$72,990	1.22	\$74,713	12.70	\$78,574	5.25
Business	--	--	--	--	\$125,441	20.00	\$128,644	10.00
Design	--	--	--	--	\$58,418	3.12	\$59,291	11.10
Engineering	--	--	--	--	\$82,215	36.50	\$80,482	10.98
Human Sciences	\$75,000	0.25	--	--	\$63,134	13.51	\$63,094	20.33
Liberal Arts and Sciences	\$90,650	0.22	\$92,562	1.20	\$63,883	56.33	\$60,773	48.22
<b>UNI</b>								
Business	--	--	--	--	\$103,727	8.00	\$89,268	3.00
Social and Behavioral Sciences	--	--	--	--	\$52,553	5.00	\$52,349	15.00
Education	--	--	--	--	\$60,192	12.00	\$57,642	22.00
Humanities, Arts, and Sciences	--	--	--	--	\$53,964	34.00	\$52,737	24.00

### Salaries – Professional and Scientific

Average increases for professional and scientific staff for the last five years are shown below:

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
SUI*	5.0%	4.7%	0%	2.8%	2.9%
ISU	4.4%	4.0%	0%	1.9%	2.4%
UNI	3.0%	4.0%	0%	3.0%	3.5%**
ISD	4.7%	5.5%	0%	2.3%	0
IBSSS	5.0%	4.5%	0%	6.4%	1.5%

\*Members of the tertiary health care unit (SEIU) are not included in this average. The average increase for SEIU staff was 4.94% in FY 2008, 4.56% in FY 2009, 1.76% in FY 2010, in FY 2011 – 3.95%, and 2.93% in FY 2012.

\*\* UNI P&S Increases – 2.25% on 7/1/11 and 1.25% on 1/1/12 equates to 2.9%.

Average P&S increases for the five-year period are as follows:

SUI	3.1%	ISD	2.3%
ISU	2.5%	IBSSS	3.5%
UNI	2.7%		

Average P&S salaries for FY 2012 are shown below:

	Overall Average	Male Average	Female Average
SUI*	\$64,680	\$70,252	\$61,210
ISU	\$57,999	\$53,766	\$63,146
UNI	\$60,850	\$66,220	\$56,409

\* non-hospital, non-SEIU

Average salaries at the special schools are shown below.

	Faculty Salaries	P&S Salaries (annualized)
ISD	\$63,206	\$54,326
IBSSS	\$62,369	\$63,164

### Salary Increases – Regent Merit System

The value of all increases for merit staff at each institution for FY 2012 and the four previous years are shown below.

	2008	2009	2010	2011	2012
SUI	5.6%	5.3%	2.2%	4.8%	4.8%
ISU	5.0%	4.8%	1.6%	4.4%	4.9%
UNI	4.9%	4.6%	1.6%	4.6%	4.3%
ISD	5.1%	5.1%	2.1%	3.5%	4.8%
IBSSS	5.1%	4.9%	1.9%	6.1%	5.2%

Average Merit System increases for the five-year period are as follows:

SUI	4.8%	ISD	4.77%
ISU	4.9%	IBSSS	5.23%
UNI	4.3%		

### Salaries – Teaching and Research Assistants

At the University of Iowa, the minimum salary for half-time appointments for teaching and research assistants is \$16,908. Salaries increased 2.9% over the prior year. Bargaining unit (COGS) employees received tuition scholarship equivalent to 100% of the resident graduate student tuition rate for the College of Liberal Arts and Sciences.

Stipends for half-time appointments for teaching and research assistants at Iowa State University range from \$12,600 - \$29,250. Stipends increased 3.7% on the minimum and 3.2% on the maximum from FY 2011.

Almost all of the graduate assistantships at the University of Northern Iowa are research assistantships. Teaching assistants teach less than 1.0% of the student credit hours at the University. A graduate assistantship at the Master's level is paid \$8,892 while that of a doctoral level is paid \$13,328. The total average nine month half-time assistantship is \$9,421. Graduate assistantships in some disciplines such

as Geography, Biology, and Environmental Science are slightly higher than the regular assistantships at the University. This ranges from \$11,852 in Geography to \$17,784 in Biology. Graduate assistantship salaries increased about 3% over FY 2011.

### Average Estimated Total Compensation

Average estimated total compensation for FY 2012 is shown below. Total compensation includes salary, retirement including FICA, health and dental insurance, long-term disability and life insurance as well as unemployment and workers compensation costs. The averages do not take into account any health and dental insurance increases for the 2012 insurance year.

	Faculty by Rank				P&S	Merit
	Professor	Associate	Assistant	Overall Average		
SUI	\$199,849	\$141,715	\$139,981	\$165,665	\$89,582	\$62,198
ISU	\$148,125	\$105,823	\$96,021	\$108,321	\$79,053	\$58,450
UNI	\$103,673	\$85,552	\$79,328	\$87,237	\$79,994	\$61,434
ISD**				\$87,742	\$74,149	\$49,723
IBSSS**				\$85,408	\$86,512	\$59,133

\*non-hospital, non-SEIU

\*\*the majority of ISD and IBSSS merit employees are on nine-month appointments.

## Five-year Salary Increase History

### AVERAGE SALARY INCREASES BY EMPLOYEE GROUP

	FY 2008			FY 2009			FY 2010		
	Faculty	P&S	Merit	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	7.0%	5.0%	5.6%	4.1%	4.7%	5.3%	0.0%	0.0%	2.2%
ISU	6.0%	4.4%	5.0%	5.5%	4.0%	4.8%	0.0%	0.0%	1.6%
UNI	3.0%	3.0%	4.9%	4.0%	4.0%	4.6%	0.0%	0.0%	1.6%
ISD	9.9%	4.7%	5.1%	4.2%	5.5%	5.1%	0.0%	0.0%	2.1%
IBSSS	11.2%	5.0%	5.1%	6.4%	4.5%	4.9%	0.0%	0.0%	1.9%

	FY 2011			FY 2012		
	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	2.5%	2.8%	4.8%	3.1%	2.9%	4.8%
ISU	1.9%	1.9%	4.4%	2.3%	2.4%	4.9%
UNI	3.0%	3.0%	4.6%	3.5%	3.5%	4.3%
ISD	3.3%	2.6%	3.5%	1.1%	0.0%	4.8%
IBSSS	2.5%	6.4%	6.1%	2.8%	1.5%	5.2%

Note: UNI faculty and P&S increases in FY 2012 were 2.25% on 7/1/11 and 1.25% on 1/1/12 which equates to 2.9%.

# PART 7

## Faculty Salary Comparisons

### Peer Institutions

For many years, the universities have used Board-designated peer groups to make comparisons in several areas such as tuition and fees, residence system rates, and salaries. Each group includes 10 peer institutions which were deemed by the Board to be comparable. These institutions are public universities in Minnesota, Illinois, Indiana, Ohio, Arizona, California, Michigan, North Carolina, Texas, and Wisconsin. See Exhibit 1.

In order to get a broader comparison for faculty salaries, the ISU and SUI groups were expanded to include 57 AAU institutions in the AAU Data Exchange (AAUDE). This group includes the original designated institutions with the exception of one – North Carolina State University which was designated as an ISU peer institution. See Exhibits 2 and 3.

The University of Northern Iowa expanded its listing to include those institutions in the Education Trust. The salaries for these institutions are those that are published by the AAUP in its annual faculty salary survey. See Exhibit 4.

The Education Trust was established in 1990 by the American Association of Higher Education as a special project to encourage colleges and universities to support K-12 reform efforts. Since then, the Education Trust has grown into an independent nonprofit organization. Its mission is to make schools and colleges work for all the young people they serve. The definition of the UNI peer institution as per the Education Trust Report is “competitive student selectivity, masters-degree granting, between 5,000 and 14,000 students, and a median SAT score between 1,000 and 1,100”.

Exhibits 5 (SUI) and 6 (ISU) compare average salaries as a percent of the respective peer averages.

Exhibit 7 provides a 5-year history of faculty salary increases at peer institutions.

Exhibit 8 provides a comparison of average faculty salaries of peer institutions along with total average compensation.

## University of Iowa College of Medicine

Salary comparison information for the University of Iowa College of Medicine is shown in Exhibit 9. This information is provided by the University from survey data collected by the Association of American Medical Colleges. The Association of American Medical Colleges is a non-profit association founded in 1876 to work for reform in medical education. Originally representing only medical schools, today the AAMC represents the 125 accredited U.S. medical schools; the 17 accredited Canadian medical schools; some 400 major teaching hospitals, including more than 68 Veterans Affairs medical centers; more than 109,000 faculty in 94 academic and scientific societies; and the nation's 67,000 medical students and 104,000 residents.

**REGENT INSTITUTIONS COMPARISON GROUPS**  
**AVERAGE FACULTY SALARIES, 2010-11**  
**ESTIMATED FACULTY SALARY INCREASES, 2011-12**

<b>COMPARISON GROUPS</b>	<b>Average Faculty Salary 2010-11 (1)</b>	<b>Estimated Average Percent Increase 2011-12 (2)</b>	<b>Estimated Average Faculty Salary 2011-12</b>
University of California, Los Angeles	130,900	4.78%	137,200
University of Michigan, Ann Arbor	117,300	n/a	117,300
University of Texas, Austin	111,400	2.60%	114,300
University of North Carolina, Chapel Hill	114,200	0.00%	114,200
University of Illinois, Urbana	105,800	4.40%	110,500
Ohio State University, Main Campus	105,500	2.00%	107,600
<b>UNIVERSITY OF IOWA</b>	<b>99,700</b>	<b>3.13%</b>	<b>102,800</b>
University of Minnesota, Twin Cities	100,400	0.00%	100,400
University of Wisconsin	99,600	0.00%	99,600
Indiana University, Bloomington	97,600	1.50%	99,100
University of Arizona	95,600	0.00%	95,600
University of California, Davis	107,800	4.78%	113,000
University of Illinois, Urbana	105,800	4.40%	110,500
Ohio State University, Main Campus	105,500	2.00%	107,600
Purdue University, Main Campus	99,200	2.00%	101,200
University of Minnesota, Twin Cities	100,400	0.00%	100,400
Michigan State University	98,200	2.00%	100,200
University of Wisconsin	99,600	0.00%	99,600
Texas A & M	95,900	0.00%	95,900
North Carolina State University	95,800	0.00%	95,800
<b>IOWA STATE UNIVERSITY</b>	<b>93,600</b>	<b>2.30%</b>	<b>95,800</b>
University of Arizona	95,600	0.00%	95,600
University of North Texas	85,200	0.00%	85,200
University of North Carolina, Greensboro	84,500	0.00%	84,500
Ohio University, Athens	79,200	3.90%	82,300
Central Michigan University	80,300	n/a	80,300
California State University, Fresno	79,400	n/a	79,400
Illinois State University	75,000	3.00%	77,300
Northern Arizona University	74,300	3.50%	76,900
<b>UNIVERSITY OF NORTHERN IOWA (3)</b>	<b>73,200</b>	<b>2.90%</b>	<b>75,300</b>
University of Minnesota, Duluth	72,000	2.00%	73,500
Indiana State University, Terre Haute	68,000	n/a	68,000
University of Wisconsin, Eau Claire	63,300	0.00%	63,300

(1) Academe, the Bulletin of the American Association of University Professors, Special Bulletin for 2010-11.

The averages are for the ranks of professor, associate professor and assistant professor.

(2) Estimated increases obtained by universities through contacts with comparison institutions. Averages exclude clinical faculty per Academe guidelines. Average increases for Iowa universities are actual increases.

(3) Increases for UNI-United Faculty were 2.25% on 7/1/11 and 1.25% on 1/1/12 which equates to 2.9% for the year.





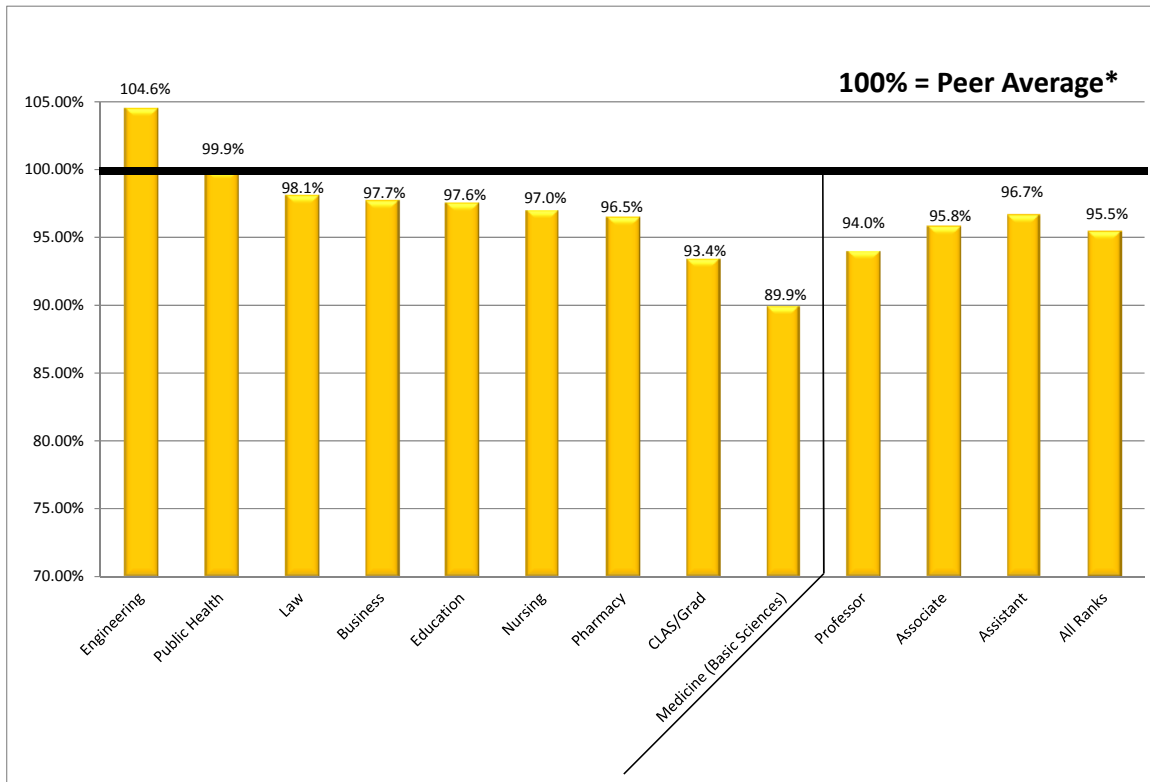
Exhibit 3 -- Iowa State University

Normalized for ISU Rank Distribution									
Average Instructional Faculty Salaries and Relative Standing by Academic Rank, AAU Public and Private Institutions, Fall 2010									
AAUDE salaries, 2010							Three-Professorial-Ranks		
Institution	Professor		Associate Professor		Assistant Professor		Combined		Salary Ranking
	Average Salary	N	Average Salary	N	Average Salary	N	Average Salary	N	
Harvard	193,776	509	120,731	390	104,017	308	147,269	1,207	1
Stanford	188,410	509	126,762	390	103,362	308	146,788	1,207	2
Columbia	191,399	509	122,502	390	97,247	308	145,112	1,207	3
Chicago	190,426	509	108,930	390	100,548	308	141,158	1,207	4
Princeton	185,960	509	120,806	390	90,752	308	140,613	1,207	5
Penn	175,119	509	112,503	390	106,804	308	137,454	1,207	6
Cal Tech	171,540	509	112,418	390	108,118	308	136,253	1,207	7
MIT	165,793	509	115,131	390	98,989	308	132,632	1,207	8
New York Univ.	175,930	509	103,808	390	95,591	308	132,126	1,207	9
Northwestern	169,467	509	108,341	390	96,842	308	131,184	1,207	10
Yale *	177,100	509	103,800	390	87,500	308	130,552	1,207	11
Cornell - Endowed	157,837	509	109,349	390	96,455	308	126,506	1,207	12
Wash Univ - St. Louis	164,935	509	99,781	390	89,881	308	124,731	1,207	13
Duke	163,395	509	103,872	390	87,190	308	124,717	1,207	14
Rice	155,201	509	108,736	390	86,421	308	122,636	1,207	15
Southern Cal	150,952	509	103,251	390	91,462	308	120,358	1,207	16
Emory	154,053	509	99,873	390	85,254	308	118,990	1,207	17
Cal - Los Angeles	153,654	509	100,612	390	84,027	308	118,748	1,207	18
Cal - Berkeley	149,079	509	101,513	390	88,381	308	118,221	1,207	19
Brown	150,697	509	96,830	390	80,920	308	115,486	1,207	20
Michigan	146,933	509	96,108	390	84,452	308	114,567	1,207	21
Carnegie Mellon *	138,900	509	97,400	390	95,900	308	114,518	1,207	22
Cornell - Contract (publ)	139,248	509	100,620	390	89,998	308	114,199	1,207	23
Vanderbilt	151,297	509	96,232	390	74,607	308	113,935	1,207	24
Rutgers	142,680	509	96,687	390	78,934	308	111,552	1,207	25
Georgia Tech	140,354	509	93,994	390	85,764	308	111,444	1,207	26
North Carolina	143,344	509	93,120	390	81,140	308	111,243	1,207	27
SUNY - Stony Brook *	138,600	509	99,600	390	78,600	308	110,688	1,207	28
Maryland	134,365	509	94,546	390	82,450	308	108,251	1,207	29
Texas	136,543	509	88,582	390	82,382	308	107,225	1,207	30
Rochester	129,723	509	91,604	390	89,401	308	107,117	1,207	31
Virginia	136,547	509	91,755	390	76,329	308	106,708	1,207	32
Cal - San Diego	136,320	509	88,391	390	80,876	308	106,685	1,207	33
SUNY - Buffalo	134,930	509	92,813	390	77,151	308	106,578	1,207	34
Penn State	133,488	509	89,031	390	75,897	308	104,427	1,207	35
Illinois	133,509	509	84,821	390	80,316	308	104,204	1,207	36
Ohio State	131,548	509	87,673	390	79,445	308	104,075	1,207	37
Cal - Irvine	131,993	509	84,874	390	78,443	308	103,103	1,207	38
Pittsburgh	132,849	509	88,372	390	72,169	308	102,994	1,207	39
Tulane	134,218	509	85,341	390	69,260	308	101,849	1,207	40
Cal - Santa Barbara	132,046	509	81,388	390	76,737	308	101,564	1,207	41
Case	129,078	509	84,504	390	74,346	308	100,709	1,207	42
Brandeis	123,906	509	86,505	390	79,544	308	100,501	1,207	43
Cal - Davis	123,781	509	84,708	390	78,734	308	99,661	1,207	44
Minnesota	123,223	509	85,065	390	78,532	308	99,490	1,207	45
Iowa	126,253	509	84,102	390	72,491	308	98,915	1,207	46
Purdue	122,077	509	84,835	390	77,395	308	98,641	1,207	47
Michigan State	125,217	509	87,010	390	69,102	308	98,552	1,207	48
Washington *	118,300	509	86,800	390	77,400	308	97,685	1,207	49
Colorado	118,628	509	86,499	390	74,426	308	96,967	1,207	50
Indiana	120,903	509	82,241	390	72,815	308	96,140	1,207	51
Texas A&M	118,926	509	81,897	390	73,664	308	95,412	1,207	52
Wisconsin	113,784	509	87,276	390	74,930	308	95,304	1,207	53
Florida	122,084	509	79,991	390	68,388	308	94,781	1,207	54
Syracuse	115,322	509	83,760	390	70,826	308	93,770	1,207	55
Iowa State	114,293	509	82,278	390	73,651	308	93,577	1,207	56
Arizona	\$117,487	509	\$80,572	390	\$68,380	308	\$93,028	1,207	57
Kansas	117,707	509	79,424	390	66,333	308	92,228	1,207	58
Nebraska	112,330	509	76,732	390	68,894	308	89,744	1,207	59
Oregon	104,915	509	75,548	390	72,046	308	87,039	1,207	60
Missouri	111,070	509	73,527	390	60,883	308	86,133	1,207	61
Johns Hopkins *									
North Carolina State**	116,100	509	83,900	390	7,044	308	77,867	1,207	
Institutions included, n = 61									
Mean		\$141,696	\$94,357		\$82,357		\$111,258		
tot # fac		31,049	23,790		18,788		73,627		= tot # fac
Note: Salaries of faculty on 12-month contracts are adjusted to an academic year basis using a 9/11 factor, unless specified otherwise by the reporting institution.									
* Institutions did not submit to AAUDE, data from the Chronicle, as available. ** NC State is not an AAUDE member.									
Source: Annual AAUP Faculty Salary Surveys as exchanged via the AAU Data Exchange (AAUDE).									

Exhibit 4  
University of Northern Iowa

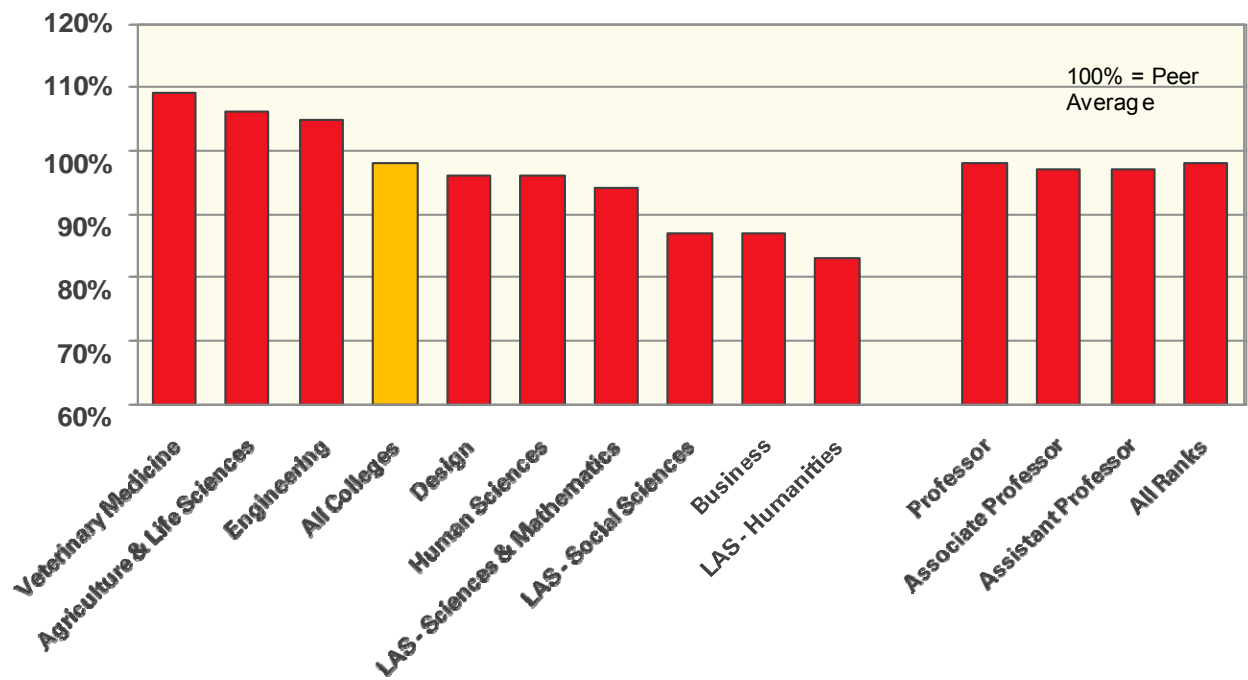
Average Faculty Salaries by Academic Rank, FY 2011 (Peer institutions as listed by Education Trust*) Peers Adjusted to UNI Rank Distribution												
University	Three Ranks Combined			Assistant Professor			Associate Professor			Professor		
	Average Salary	UNI N	Salary Ranking	Average Salary	UNI N	Salary Ranking	Average Salary	UNI N	Salary Ranking	Average Salary	UNI N	Salary Ranking
University of New Hampshire	95,774	484	1	75,700	117	1	89,500	196	1	116,700	171	3
University of California - Riverside	94,195	484	2	71,800	117	2	80,600	196	8	125,100	171	1
University of Alabama	92,455	484	3	64,000	117	15	84,100	196	4	121,500	171	2
University of North Carolina-Charlotte	89,420	484	4	69,000	117	4	81,300	196	7	112,700	171	4
West Chester University of Pennsylvania	88,256	484	5	69,700	117	3	84,900	196	3	104,800	171	11
Indiana University of Pennsylvania-Main	88,105	484	6	64,600	117	10	86,000	196	2	106,600	171	7
Bloomsburg University of Pennsylvania	86,448	484	7	65,300	117	9	82,800	196	5	105,100	171	10
University of North Texas	86,298	484	8	65,400	117	8	80,100	196	9	107,700	171	6
University of North Carolina-Greensboro	85,453	484	9	64,300	117	12	77,100	196	11	109,500	171	5
Kutztown University of Pennsylvania	85,439	484	10	62,900	117	16	82,700	196	6	104,000	171	12
Kent State University-Main	85,011	484	11	66,500	117	6	77,400	196	10	106,400	171	8
University of Mississippi-Main	83,975	484	12	64,200	117	14	77,000	196	12	105,500	171	9
West Virginia University	81,410	484	13	60,800	117	26	75,400	196	15	102,400	171	13
North Dakota State University-Main	80,980	484	14	67,600	117	5	75,600	196	14	96,300	171	16
Ohio University	80,919	484	15	62,300	117	18	74,600	196	18	100,900	171	14
East Carolina University	80,310	484	16	66,400	117	7	75,100	196	16	95,800	171	18
Central Michigan University	79,980	484	17	61,400	117	24	75,000	196	17	98,400	171	15
California State University - Fresno	78,283	484	18	62,100	117	21	72,400	196	22	96,100	171	17
University of North Carolina-Wilmington	77,782	484	19	60,900	117	25	73,100	196	20	94,700	171	20
Oakland University	77,186	484	20	59,900	117	29	71,700	196	24	95,300	171	19
University of Minnesota-Duluth	76,560	484	21	57,700	117	35	73,300	196	19	93,200	171	22
University of Nebraska-Omaha	76,469	484	22	62,200	117	19	75,800	196	13	87,000	171	32
Northern Illinois University	76,360	484	23	64,300	117	13	70,000	196	31	91,900	171	24
Bowling Green State University-Main	75,954	484	24	57,900	117	31	70,900	196	27	94,100	171	21
Mississippi State University	75,767	484	25	61,700	117	23	70,700	196	29	91,200	171	26
Illinois State University	75,442	484	26	64,500	117	11	68,400	196	34	91,000	171	27
Appalachian State University	75,223	484	27	59,900	117	28	72,000	196	23	89,400	171	28
Florida A & M University	75,099	484	28	62,100	117	20	73,000	196	21	86,400	171	34
Western Illinois University	75,063	484	29	57,700	117	36	71,000	196	26	91,600	171	25
Eastern Illinois University	74,500	484	30	62,700	117	17	70,900	196	28	86,700	171	33
SUNY College At Oswego	74,068	484	31	57,800	117	34	71,100	196	25	88,600	171	29
Northern Arizona University	74,058	484	32	57,900	117	32	67,700	196	36	92,400	171	23
University of Northern Iowa	73,189	484	33	55,900	117	43	70,500	196	30	88,100	171	31
Saint Cloud State University	72,506	484	34	62,000	117	22	68,400	196	35	84,400	171	35
Grand Valley State University	72,353	484	35	55,500	117	45	68,500	196	32	88,300	171	30
Georgia Southern University	70,594	484	36	58,600	117	30	68,500	196	33	81,200	171	42
Winona State University	69,466	484	37	57,300	117	37	63,700	196	41	84,400	171	36
Northern Michigan University	69,301	484	38	55,100	117	46	66,000	196	37	82,800	171	39
Ball State University	68,885	484	39	53,300	117	49	65,000	196	39	84,000	171	37
Montana State University-Bozeman	68,732	484	40	57,000	117	39	63,200	196	45	83,100	171	38
Indiana State University	68,701	484	41	57,100	117	38	63,500	196	43	82,600	171	40
South Dakota State University	68,058	484	42	57,900	117	33	65,100	196	38	78,400	171	46
University of Wisconsin-Whitewater	67,151	484	43	60,000	117	27	63,700	196	42	76,000	171	50
Radford University	67,122	484	44	56,700	117	41	64,900	196	40	76,800	171	49
The University of Montana-Missoula**	66,948	484	45	55,800	117	44	63,000	196	46	79,100	171	44
Murray State University	66,850	484	46	52,700	117	51	63,300	196	44	80,600	171	43
University of West Georgia	66,669	484	47	51,500	117	53	62,000	196	48	82,400	171	41
University of Wisconsin-Oshkosh	66,029	484	48	56,800	117	40	61,800	204	49	74,300	171	51
University of Central Arkansas	65,568	484	49	54,900	117	47	61,700	196	50	77,300	171	48
University of Northern Colorado	65,535	484	50	51,400	117	54	62,400	196	47	78,800	171	45
Tennessee Technological University	64,662	484	51	51,700	117	52	61,200	196	51	77,500	171	47
University of Wisconsin-Eau Claire	63,784	484	52	56,000	117	42	61,000	196	52	72,300	171	52
University of Wisconsin-Stout	62,341	484	53	54,200	117	48	58,600	196	53	72,200	171	53
University of Wisconsin-Stevens Point	60,842	484	54	53,200	117	50	58,200	196	54	69,100	171	54
Mean	\$75,695			\$60,293			\$71,026			\$91,531		
*Peer institutions from the report titled <i>A Matter of Degrees: Improving Graduation Rates in Four-Year Colleges and Universities</i> , Education Trust, May 2004. **University of Montana-Missoula was not in the report, just used "U Montana" instead. Definition of peer institutions: "Competitive" student selectivity, Masters-degree granting, between 5,000 and 14,000 students, and a median SAT score between 1,000 and 1,100. Data not available for the following peer institution: Stephen F Austin State University Data Source: ACADEME, AAUP, March-April 2011.												

**UNIVERSITY OF IOWA  
FACULTY SALARY AS A PERCENT OF PEER AVERAGE  
FY 2011**



Percentiles by rank do not include the College of Dentistry  
Peer averages are adjusted to Iowa rank distribution with the exception of the College of Law.

**IOWA STATE  
UNIVERSITY**  
**Faculty Salary as a Percent of Peer Average**  
**FY 2011**



<b>AVERAGE FACULTY SALARY INCREASES IN PEER INSTITUTIONS</b> <b>FY 2008 - FY 2012</b>					
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
<b>SUI PEER GROUP</b>					
Indiana University, Bloomington	4.75%	4.90%	0.00%	3.00%	1.50%
Ohio State University, Main Campus	4.00%	3.50%	2.50%	2.00%	2.00%
University of Arizona	5.40%	0.00%	0.00%	0.00%	0.00%
University of California, Los Angeles	5.70%	1.78%	1.78%	0.00%	4.78%
University of Illinois, Urbana	4.00%	2.50%	0.00%	2.50%	4.40%
<b>UNIVERSITY OF IOWA</b>	<b>6.96%</b>	<b>4.09%</b>	<b>0.00%</b>	<b>2.50%</b>	<b>3.13%</b>
University of Michigan, Ann Arbor	3.75%	4.50%	2.75%	n/a	n/a
University of Minnesota, Twin Cities	6.30%	3.25%	0.00%	2.00%	0.00%
University of North Carolina - Chapel Hill	5.00%	3.00%	0.00%	0.00%	0.00%
University of Texas, Austin	4.37%	4.50%	0.00%	n/a	2.60%
University of Wisconsin, Madison	2.00%	3.02%	0.00%	0.00%	0.00%
<b>ISU PEER GROUP</b>					
<b>IOWA STATE UNIVERSITY</b>	<b>6.00%</b>	<b>5.46%</b>	<b>0.00%</b>	<b>1.90%</b>	<b>2.30%</b>
Michigan State University	3.50%	3.00%	2.00%	0.00%	2.00%
North Carolina State University	5.00%	3.00%	0.00%	0.00%	0.00%
Ohio State University, Main Campus	4.00%	3.50%	2.50%	2.00%	2.00%
Purdue University, Main Campus	4.10%	4.00%	0.00%	0.00%	2.00%
Texas A&M	4.50%	3.00%	2.00%	0.00%	0.00%
University of Arizona	5.40%	0.00%	0.00%	0.00%	0.00%
University of California, Davis	5.70%	1.78%	1.78%	0.00%	4.78%
University of Illinois, Urbana	4.00%	2.50%	0.00%	2.50%	4.40%
University of Minnesota, Twin Cities	6.30%	3.25%	0.00%	2.00%	0.00%
University of Wisconsin, Madison	2.00%	3.02%	0.00%	0.00%	0.00%
<b>UNI PEER GROUP</b>					
California State University, Fresno	n/a	n/a	n/a	n/a	n/a
Central Michigan University	3.50%	n/a	3.00%	3.00%	n/a
Illinois State University	3.00%	3.00%	0.00%	2.50%	3.00%
Indiana State University, Terre Haute	3.00%	3.50%	n/a	n/a	n/a
Northern Arizona University	5.00%	0.00%	0.00%	n/a	3.50%
Ohio University, Athens	3.00%	3.00%	0.00%	1.00%	3.90%
University of Minnesota, Duluth	3.00%	3.00%	n/a	n/a	2.00%
University of North Carolina, Greensboro	7.00%	3.70%	n/a	n/a	0.00%
University of North Texas	4.00%	4.00%	2.00%	0.00%	0.00%
<b>UNIVERSITY OF NORTHERN IOWA</b>	<b>3.00%</b>	<b>4.00%</b>	<b>0.00%</b>	<b>3.00%</b>	<b>2.90%</b>
University of Wisconsin, Eau Claire	n/a	1.00%	0.00%	0.00%	0.00%

FY 2012 Increases for UNI-United Faculty were 2.25% on 7/1/11 and 1.25% on 1/1/12 which equates to 2.9% for the year.

**REGENT INSTITUTIONS COMPARISON GROUPS**  
**AVERAGE FACULTY SALARIES, 2010-11**  
**AVERAGE FACULTY TOTAL COMPENSATION, 2010-11**

COMPARISON GROUPS	Average Faculty Salary (all ranks)	Rank Average Salary	Benefits as % of Salary	Average Faculty Total Compensation (1)	Rank Total Compensation
University of California, Los Angeles	131,100	1	33.30%	174,800	1
University of Michigan, Ann Arbor	117,300	2	24.30%	145,800	2
University of North Carolina, Chapel Hill	114,200	3	23.70%	141,300	3
University of Minnesota, Twin Cities	100,400	7	37.10%	137,600	4
University of Texas, Austin	111,300	4	21.30%	135,000	5
University of Wisconsin	99,600	9	33.70%	133,200	6
University of Illinois, Urbana	105,800	5	25.40%	132,700	7
Ohio State University, Main Campus	105,500	6	24.20%	131,000	8
<b>UNIVERSITY OF IOWA</b>	<b>99,700</b>	<b>8</b>	<b>26.10%</b>	<b>125,700</b>	<b>9</b>
Indiana University, Bloomington	97,600	10	28.70%	125,600	10
University of Arizona	95,600	11	29.10%	123,400	11
University of California, Davis	107,800	1	34.90%	145,500	1
University of Minnesota, Twin Cities	100,400	4	37.10%	137,600	2
University of Wisconsin	99,600	5	33.70%	133,200	3
University of Illinois, Urbana	105,800	2	25.40%	132,700	5
Ohio State University, Main Campus	105,500	3	24.20%	131,000	5
Michigan State University	98,200	7	32.90%	130,600	6
Purdue University, Main Campus	99,200	6	27.40%	126,300	7
University of Arizona	95,600	10	29.10%	123,400	8
<b>IOWA STATE UNIVERSITY</b>	<b>93,600</b>	<b>11</b>	<b>29.70%</b>	<b>121,300</b>	<b>9</b>
North Carolina State University	95,800	9	25.90%	120,300	10
Texas A & M	95,900	8	18.80%	113,900	11
Central Michigan University	80,300	3	36.80%	109,500	1
University of North Carolina, Greensboro	84,500	2	27.40%	107,000	2
Ohio University, Athens	79,200	5	31.90%	104,600	3
California State University, Fresno	79,400	4	32.20%	104,300	4
University of Minnesota, Duluth	72,000	9	46.10%	104,100	5
University of North Texas	85,200	1	17.00%	99,400	6
Northern Arizona University	74,300	7	32.70%	98,100	7
<b>UNIVERSITY OF NORTHERN IOWA</b>	<b>73,200</b>	<b>8</b>	<b>33.20%</b>	<b>97,400</b>	<b>8</b>
Illinois State University	75,000	6	29.40%	96,700	9
Indiana State University, Terre Haute	68,000	10	32.40%	90,600	10
University of Wisconsin, Eau Claire	63,300	11	44.30%	90,300	11

Source: SUI and ISU -- AAUP Faculty Compensation Survey acquired through AAU Data Exchange

UNI -- Academe, Bulletin of the American Association University Professors, March-April 2011

(1) Total compensation includes [a] retirement contributions; [b] medical insurance; [c] disability income protection

[d] tuition for faculty dependents; [e] dental insurance; [f] social security; [g] unemployment insurance; [h] group life insurance

[i] workers compensation premiums; [j] other benefits such as moving expenses

Exhibit 9  
College of Medicine

Average Faculty Salaries by Academic Rank, FY2011 (MD or equivalent degree holders) University of Iowa and All AAMC Public and Private Medical Schools by Regional Group												
Institution	Professor			Associate Professor			Assistant Professor			Three Ranks Combined		
	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking
Midwest	316,700	3,247	2	282,300	3,428	2	246,300	7,023	1	272,000	13,698	2
Northeast	325,700	3,675	1	298,600	4,569	1	243,700	9,997	2	274,000	18,241	1
West	298,900	2,717	4	254,500	2,265	4	216,400	3,816	4	251,700	8,798	3
South	299,800	3,619	3	255,400	4,034	3	221,200	8,392	3	247,500	16,045	4
University of Iowa	289,700	209	5	224,900	158	5	202,500	246	5	238,000	613	5
Mean	\$310,600			\$275,000			\$234,000			\$262,300		
* Midwest, Northeastern Region, South, and West include FY2010 benchmark salary averages inflated by 3%												

---

## Employee Awards Programs

### University of Iowa and Iowa State University

In May 2005, the Board approved a pilot program to recognize exceptional performance by nonorganized professional and scientific staff at the University of Iowa. The program was approved for a one-year period. The program allowed for awards for exceptional performance (up to 10% of salary) and SPOT awards (\$75 or less). The University reported that as of March 4, 2006, 64 exceptional performance awards and 103 SPOT awards were given. These were cash awards and were not added to base salary.

Rather than ask the Board to consider extension of the pilot award program at the University of Iowa, the Policy Manual was revised to authorize such programs at the other institutions. The revision to Chapter 4 of the Policy Manual, inserted below, allows each institution to develop its own procedures for recognizing exceptional performance in nonorganized faculty and professional and scientific staff.

#### **Pay for Exceptional Performance**

The institutions are authorized to develop procedures for approval by the Executive Director to recognize exceptional performance by nonorganized faculty professional and scientific staff.

If an institution chooses to institute such an award program, the number and amount of awards given, gender and ethnic breakdown of recipients as compared to all the eligible staff and examples of achievements recognized will be reported annually as a part of the Human Resources Comprehensive Report.

The University of Iowa program to recognize exceptional performance has been in place for several years. Iowa State University implemented an Extra-Meritorious Performance Pay program in FY 2011.

The following describes the operation of the University of Iowa Flexible Pay Program during FY 2011.



### **University of Iowa -- Flexible Pay Program Standards:**

Flexible pay was awarded for extra-meritorious performance that included project completion, sustained above average performance, revenue generation and excellent customer service, etc. Two types of awards were allowed: (1) Exceptional Performance Awards, and (2) SPOT Performance Awards

In order to be eligible for a Flexible Pay Award, an employee must have been employed at the University of Iowa in a regular position for at least six months, have a current above average performance evaluation on file, and must have received at least the average July 1 salary increase. Flexible pay was awarded in the form of a lump sum payment that was not added to base salary and could be awarded at any time during the year. For exceptional performance employees could receive up to 10% of their salary in flexible pay. No more than 10% of the non-organized P&S employees would be eligible to receive Exceptional Performance Awards.

Spot Awards of \$25.00 to \$75.00 was another component of the Flexible Pay Program that allows departments to immediately recognize outstanding performance. Departments were responsible for funding all Flexible Pay Awards.

#### **SUMMARY OF THE SUI FLEXIBLE PAY PROGRAM FROM JULY 1, 2010 TO JUNE 30, 2011**

	<b>Eligible Employees</b>	<b>Number of Awards Presented</b>	<b>Dollar Range of Awards</b>	<b>Average Dollars Awarded</b>	<b>Total Dollars Awarded</b>
<b>Exceptional Performance Awards</b>	5,299	280	\$300 - \$18,000	\$4,004	\$1,121,102
<b>Spot Awards</b>	5,299	312	\$25 - \$75	\$74	\$23,031

	<b>Females*</b>	<b>Minorities*</b>
<b>Percentage of Exceptional Performance Awards</b>	68%	8%
<b>Percentage of Spot Awards</b>	64%	7%

**\*Note:** Females make up approximately 62% of eligible non-bargaining P&S staff members.  
Minorities comprise approximately 9% of eligible non-bargaining P&S staff members.

#### **EXAMPLES OF SUI EXCEPTIONAL PERFORMANCE AWARDS**

There have been many individuals that have worked tirelessly to keep the MAUI project moving forward. Due to illnesses of a critical staff member, the implantation of the new student record system was in jeopardy. An employee from the Provost's Office took over the ill staff member's role to finish the decision process. The Program Plan process required meeting with Deans, Directors, and departmental managers. This employee worked tirelessly on the Early Intervention Implementation Team to provide the technical backup and query building ability needed to target our at risk students. His efforts were primary in our successful increase in retention of 140 students to their second year at Iowa. The employee designed queries for all

advisors to target their at risk student for one on one advising and motivational meetings. This employee worked on the on-line Catalog Implementation – Content Management allowed the University College Catalog to be completed for Orientation on June 10<sup>th</sup> for the first time in history. This aided Orientation staff to work with accurate DARS data that matched Catalog requirements and aided students in obtaining courses they need for their first semester.

An employee developed, implemented, and significantly increased the number of outreach programs offered by the UIAA for alumni in general and for those specifically aimed at attracting and involving various minority groups on campus and bringing them together with our minority alumni around the country. This individual's efforts to initiate, re-establish, and enhance the UIAA's diversity and career services program offerings and opportunities are listed below. These have been highly successful in establishing new connections and encouraging reconnections between the UI's diverse group of alumni, current student groups, and various campus constituencies. These initiatives are directly related to the UI's Diversity Strategic Goal, which is "To promote excellence in education by increasing the diversity of the faculty, staff, and students" and also the UI's Engagement Strategic Goal, which is "To broaden the University's service mission to include stronger partnerships with public constituencies.

- Established and strengthened relationships with campus offices to enhance constituent programming efforts—e.g., Center for Diversity and Enrichment (CDE), Office of Student Life (OSL), Pomerantz Career Center (PCC).
- In partnership with OSL and CDE, coordinated and implemented September 2009 Afro American Cultural Center 35<sup>th</sup> anniversary and alumni reunion.
- Reestablished the Latino & Native American Alumni Alliance (LANA3)
- Initiated, planned and implemented Latino and Native American Cultural Center reception in honor of Rusty Barćelo, 2010 UIAA Distinguished Alumni Achievement Award recipient.
- Increased diversity of programming for Lifelong Learning events, including new programming for same-sex couples.
- Increased career development events; launching virtual career-related programs this fall (one already completed).
- Coordinated six industry focused networking hours in the Iowa City/Cedar Rapids corridor.

An employee was responsible for managing the catastrophic property claim as a result of the flood of 2008. This individual has been a focus point for internal and external partners, stakeholders and constituents in the management of the overall catastrophic flood process. This employee has been instrumental in anticipating the needs of the institution to meet the requirements for FEMA, Iowa Homeland Security, insurance carriers, consultants etc. She provided direction and continually develops processes and procedures to assist with the overall flood recovery process. She keeps abreast of changing requirements, is knowledgeable, assesses the potential impact to the institution and continually develops solutions. This employee provided overall project management and direction for next steps. She continually went above and beyond the requirements in establishing a communication structure with campus and external organizations. This employee is insistent with thoroughness, the requirement of absolute detail and clear information from a variety of resources. She is a "hub" for information and a disseminator for information, understanding requirements and providing direction. This employee requires little direct supervision yet understands boundaries, the institution's "bigger picture" and expected protocols. Due to the

project management, ongoing development of processes and procedures, communication skills and the attention to detail she provides. This individual has assisted with the overall success of the flood recovery process and the ability of the university to maximize its claim reimbursements and to expedite the process. The employee understands the priorities of additional risk management issues for the institution and is able to facilitate a response and resolution.

For the past year a team has been the creative force behind the development of a new and innovative faculty compensation model for the Department of Internal Medicine – a model that will likely become the standard for the College of Medicine. This new model is predicted on precise and accurate financial detail and promises to have highly positive affect on faculty productivity and job satisfaction. The existing department financial model – the gold standard for precise financial modeling in the college – exists in large part due to many years of work by this same team. This is an ongoing, highly demanding job. The thought that goes into building and maintaining these systems, analyzing their effect on other systems (external and internal) coupled with the actual development (programming) of the production environment takes enormous critical thought, disciplined problem solving, ingenuity and creativity, and hard work. This team has also helped the Department of Pediatrics to get its compensation model up and running. This group has acquired an enviable reputation within the college that it well deserves. Their willingness to share their knowledge and insights exemplifies personal collegiality and professional community building at their very best.

#### **Iowa State University – Extra-Meritorious Performance Pay Program**

Iowa State University maintains an Extra-Meritorious Performance Pay Program for Professional and Scientific (P&S) employees. Monetary awards may be given to reward an individual or group of individuals for outstanding performance or for a specific accomplishment that is beyond normal job expectations. Awards can be granted at any time during the year and are provided in the form of a lump sum payment. Eligible P&S employees can receive only one award per year. The maximum award is 10% of base pay. The award does not become part of base salary.

#### **SUMMARY OF THE ISU EXTRA-MERITORIOUS PERFORMANCE PAY PROGRAM FROM JULY 1, 2010 TO JUNE 30, 2011**

	<b>Eligible Employees</b>	<b>Number of Awards Presented</b>	<b>Dollar Range of Awards</b>	<b>Average Dollars Awarded</b>	<b>Total Dollars Awarded</b>
<b>Exceptional Performance Awards</b>	2,539	33	\$400 - \$8,240	\$2,513	\$78,030

	<b>Females*</b>	<b>Minorities*</b>
<b>Percentage of Exceptional Performance Awards</b>	65%	3%

**\*Note:** Females make up approximately 54.6% of eligible non-bargaining P&S staff members. Minorities comprise approximately 10.6% of eligible non-bargaining P&S staff members.

#### EXAMPLES OF ISU EXTRA-MERITORIOUS PERFORMANCE AWARDS

Employee had oversight of the redesign of the Iowa State University homepage – critical to the image of ISU and directed the project while also fulfilling her other duties in University Relations.

Incumbent worked closely with administrations of the University, College of Engineering, the ISU Center, and with outside contractors to develop a series of contingency plans to insure the on-time delivery of the College of Engineering Career Fair. Delivery was challenged due to flash floods in Ames that engulfed Hilton and Scheman. Ultimately, this event was delivered using two large climate-controlled tents but not without the additional challenge of 3” of rain on the day of the event.

Incumbent organized a three-day corporate retreat for Boeing Military Aircraft at ISU in October of 2010. The entire senior leadership of a \$17B company attended. It was the first time the retreat had been held at a non-Boeing facility. Incumbent's performance strengthened relationships with a Fortune 50 company and alumni and leaders at its highest levels.

Incumbent is an IT Specialist who\ successfully and seamlessly migrated the department exchange server to the university exchange server without anyone really knowing it happened. The specialist worked with faculty and staff using legacy email systems to migrate them to the exchange with improved departmental productivity and developed a new central departmental database.

Incumbent took over management of the communication content for the Farm Progress Show exhibit and did a major overhaul of the style of presentation and content of the exhibit. This was performed above and beyond his normal departmental duties.